

# ANNUAL REPORT 2021-2022



Kaarvan Crafts Foundation  
Crafting Livelihoods



# CONTENTS

- 2 Company Information
- 4 Board of Directors
- 8 Our Vision
- 8 Our Mission
- 9 Our Impact
- 10 Chairman's Message
- 12 CEO's Message
- 15 Our Theory of Change
- 17 Cultural & Creative Industries of Surangla Punjab
- 18 Capacity Building Workshops
- 21 Indigenous People Exhibition
- 23 Empowered Women — Resilient Communities
- 24 Women's Economic Empowerment (WEE)
- 27 Catalysing Women-led Enterprise Growth in Pakistan
- 29 Driving Women's Economic Empowerment (DWEE)
- 31 Skills for Market Linkages
- 33 Blurring the Boundaries of Education
- 34 #BridgingTheGap — Workshop for Women Microentrepreneurs
- 37 Navigating the Law in Pakistan as a Micro-Entrepreneur
- 38 Kaarvan Conversations – Cultivating a Culture of Belonging, Inclusivity and Diverse Perspective
- 41 Localizing the SDGs
- 52 Empowering Women, Public Space and Climate Change
- 54 Financial Statements



ideas

earth

strangers

self

community

objects

animals

family/ friends

plant

**A relational definition of self where "everything we care about is somehow caught up in concerns about self."**

— Nel Noddings



Kaarvan Crafts Foundation was established in 2004 and is incorporated as a Not-for-Profit company registered under Section 32 and licensed under Section 42 of Companies Ordinance, 1984 (Companies Act, 2017). Kaarvan provides training to women in low income communities of Pakistan in order to build their confidence to participate in local decision-making and carving connections with relevant urban markets. Kaarvan is working towards implementing the Sustainable Development Goal 5 and creating a collective movement for a culture of peace from a gender perspective enhancing relational capacities through skills development – skills pertaining not only to profession but also communication, critical thinking and conflict transformation.

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## **DISCLAIMER FOR REPORT**

This publication is designed to provide accurate and up to date information on Kaarvan Crafts Foundation. It is being distributed with the knowledge that this document is evidencing information that has come across the organization in terms of operations and various monitoring and evaluation activities.



## COMPANY INFORMATION

**Kaarvan Crafts Foundation is registered under section 32 and licensed under section 42 of the Companies Act, 2017. Has established a culture of transparency evident in our practices and social projects.**

### **Finance Committee**

The finance committee comprises of the following Board Members:

Dr. Kamal Monnoo

Mr. Zia Uddin Syed

Ms. Aysha Saifuddin

### **Human Resources Committee**

The HR committee comprises of the following Board Members:

Ms. Rabia Khan

Ms. Fatima-Asad Said

Ms. Aysha Saifuddin

Ms. Razia Monnoo

Mr. Danish Khan

## Registered Head Office

137 -1, C Block, Model Town, Lahore, Pakistan  
T: +92 42 35857485

## External Auditors

Grant Thornton Anjum Rahman (GTAR)  
1-Inter Floor Eden Center 43 Jail Road  
Lahore  
T: +92 (42) 37423621-23, 37422987-88  
F: +92 (41) 37425485  
E: iafzal@gtpak.com

## Tax Consultants

Salman Arshad Chartered Accountants  
359 G/3 Block, M.A. Johar Town, Lahore  
T: +92 (42) 35220785  
E: salman@asr-ca.pk

## Legal Advisors

Shahbano Masud Advocate & Law Associates  
55-P, Gulberg II, Lahore  
T: +92 307 4666000



# BOARD OF DIRECTORS

## **Kamal Monnoo**

Dr Kamal Monnoo is the Chairman of the Board of Directors of Kaarvan. He is a leading Industrialist & Economic Analyst. With extensive industry experience and exposure, he sits on boards of various corporate and public sector entities. He is serving on the boards of Unilever Pakistan Ltd, Samira Fabrics (Pvt) Limited, Samira Industries (Pvt) Limited, Institute of Public Policy & Islamabad Policy Research Institute (IPRI), among others.

Dr Kamal Monnoo is also the Honorary Consul General for the Czech Republic. He has also authored Understanding WTO (published by Ferozesons, 2011).

Having done his schooling from Aitchison College, Dr Kamal Monnoo holds a Doctorate in Business Administration with graduation from Syracuse and Yale University.

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## **Aysha Saifuddin**

Aysha Saifuddin is a social activist and founder of Kaarvan Crafts Foundation. She brings with her immense experience in the field of women empowerment. She started her career in development sector with the aim of helping the poor and needy people. She envisioned opportunities in training and capacity building for the poor and remained active in different initiatives. Aysha felt that organizing women in the low-income communities and linking them with the mainstream market required an entity dedicated to that task alone.

In 2013, she relocated to Singapore. She is an Ashoka Fellow, and a member of Singapore Writers Group. During the time she spent in the villages, her life interfaced closely with the local girls and women. The characters in her debut novel, Beyond the Fields, challenge the roles that have been defined for them, determined instead to persevere and achieve their dreams. She is currently working on her second novel.

Since the inception of Kaarvan Crafts Foundation, Aysha has remained an active member providing leadership and advisory as board member. Ms Aysha Saifuddin completed her undergraduate from Mount Holyoke, USA and Masters from Lahore University of Management Sciences (LUMS).

## **Salima Hashmi**

Salima Hashmi is an artist, curator and contemporary art historian. Professor Hashmi was the founding Dean of the Mariam Dawood School of Visual Art and Design at Beaconhouse National University, Lahore. She was Professor of Fine Art at National College of Arts [NCA] Lahore and was also Principal of the College. The Australian Council of Art and Design Schools (ACUADS) nominated her as Inaugural International Fellow, for distinguished service to art and design education in 2011. She was awarded an Honorary Doctorate by Bath Spa University in 2016.

She is Council member of the Human Rights Commission of Pakistan.

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## **Roshaneh Zafar (Member)**

Ms. Zafar is the Founder and Managing Director of Kashf Foundation. She holds a Masters degree in International Development from Yale University and BSc Degree in Finance from the Wharton Business School, University of Pennsylvania in the United States. Roshaneh has a wide range of development experience; she started her career with the World Bank and then went on to set up Kashf Foundation. Ms. Zafar has won many awards and recognitions for her contributions to the field of social entrepreneurship and women's development.

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## **Saleem Sethi**

Mr Saleem Sethi is a Retired Civil Servant, Government of Pakistan with over 35 years of progressive experience in policy formulation and implementation. During these long years of public service, he has held diverse positions managing finance, administration and human resource development at different tiers in the government.

Mr Sethi has served as Secretary Economic Affairs Division under the Ministry of Finance. By virtue of the position was the Alternate Governor of ADB and the WB. He represented the Government at various national and international economic forums.

He has also served as Senior Advisor to Executive Director (ED) at the Executive Board, International Monetary Fund (IMF) Washington DC. He holds a Masters in Development Administration from Western Michigan University (WMU) Michigan, USA and a Diploma in Public Finance, focus on 'Budgeting in Public Sector', Kennedy School of Government, (HIID) Harvard University, USA.



Mr Sethi is currently doing versified translation of Masnavi of Moulana Rumi from Persian to Urdu.

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## **Fareeha Baqir**

Ms. Fareeha Baqir has been a force in the educational sector of Pakistan. Her education includes a Masters in Education and her time abroad at the University of Arkansas and Trenton State College have made her a pioneer in understanding how the world works. With her time as the principal at the Lahore American School, and currently serving as the Principal at Lahore Grammar School, Ms. Baqir is a force to reckon with. Her direction and guidance to Kaarvan has been crucial in making the organization a high functioning body of change.

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## **Fatima Asad-Said**

Fatima is the Chief Executive Officer at Abacus Consulting, a leading international professional services firm committed to transforming clients by delivering world class technology, consulting, and outsourcing solutions through high performing people and global strategic partnerships. Over more than 24 years, Fatima's professional experience embodies thought leadership and delivering progressive solutions in Corporate Governance, Digital Transformation, Strategic Change, Human Capital Management, Enterprise Technology Solutions, and project leadership across multiple sectors and industries.

An MBA graduate from LUMS, she started her career with Coopers & Lybrand International and then PricewaterhouseCoopers. Her leadership journey includes serving on various Boards as an independent director such as Lahore University of Management Sciences (LUMS), Faysal Bank, Kashf Foundation, Bata Pakistan and Kaarvan Crafts Foundation. She holds a Corporate Director Certification from Harvard Business School, and a member of the Harvard Corporate Directors, Diversity and Inclusion Hub Leadership Council, and Women Executives on Boards forums.



## **Rabia Khan**

A multidimensional development professional having sound exposure and experience in women empowerment. Ms Rabia Khan, an active Board member with Kaarvan Crafts Foundation has reviewed and audited different projects and initiatives related to women empowerment. She has a track record in handling projects with a results-based management approach and is an expert in undertaking short-term research activities as well. She has worked in different capacities with various development sector organizations including Sungi Development Foundation, Aahung, Kashf Foundation and Delta Education Trust.

Ms Rabia Khan holds a degree in law, LLB as well as Masters of Public Management from Carnegie Mellon University.

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## **Zia Uddin Syed**

Zia Uddin Syed joins the board with an experience in finance that spans over many years. His current work with Kansai Paint as their Chief Financial Officer, and his previous work with ICI, Azko Nobel make him a great fit in terms of making Kaarvan a more financially robust organization.

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## **Razia Monnoo**

Razia Monnoo holds an LLB Honours degree from the School of Law of University of Manchester, England and is a Barrister-at-Law. She was called to the bar of England & Wales from Lincoln's Inn in 2013. At present she is High Court Advocate working as an associate Hassan Qureshi and Mamdot Advocates and Legal consultants. She is also a visiting lecturer at the Nadira Hassan Law Department of Kinnaird College, Lahore.





## OUR VISION

Every woman has the opportunity to earn a dignified livelihood.

## OUR MISSION

To create opportunities for income generation among women in poor communities, by strengthening their skills, business capacities and market linkages. Economic capacities, that enables an individual to contribute to self-development, family and community.





Chitral (Kalasha)

Haripur

Muzaffarabad  
Abbottabad

Rawalpindi  
Chakwal  
Islamabad  
Mianwali

Taxila  
Jhelum

Khushab

Gujranwala

Sheikhupura

Sialkot

Nankana  
Faisalabad

Narowal

Okara

Kasur  
Lahore

Dera Ghazi Khan

Multan

Vehari

Lodhran

Bahawalnagar

Bahawalpur

Rahim Yar Khan

## OUR IMPACT

Till date Kaarvan has mobilized, trained and capacitated more than 29,000 women in over 1000 of villages across Pakistan. The program is continuously growing, reaching more people and helping transform lives.



MORE THAN  
**29000**

WOMEN MOBILIZED & TRAINED

**25**

DISTRICTS



MORE THAN  
**1000**  
VILLAGES



## CHAIRMAN'S MESSAGE

On behalf of the Board, it is my pleasure to pleasure to present Chairman's Review Report for the year ended June 30, 2022.

The Kaarvan Crafts Foundation (KCF) has continued to deliver results that make a difference in the lives of women in far flung and poor pockets of the country by aiming to economically empower them to help raise household incomes and eradicate poverty. Despite the on-going challenges from a global pandemic of COVID-19, KCF continues to maintain a position of being a market leader in imparting skills while optimising available resources and in being the primary face of important national and international organisation like PSDF (Punjab Skill Development Foundation), BAT (British Asian Trust), FCDO, UN Women, UNESCO, World bank Initiatives, and others. With a strong

commitment of the Kaarvan workforce to achieve excellence and due a general trust in the organisation, both by its financial partners and the women that become a part of the program, the outreach continues to grow, whereby KCF strives to not only in addition create market linkages for the trained, but to also continuously track the development story of the Kaarvan women as they evolve in their entrepreneurship roles.

The Board's role was instrumental in steering the Foundation forward in a challenging environment whilst discharging its statutory responsibilities for the benefit of all stakeholders. The Board has remained cognizant throughout the year of its strategic role in achieving the Foundation's key objectives and in enhancing the efficiency for all its stakeholders due to focused oversight over the operations. In the fiscal year ended June 30, 2022, the foundation proactively worked on and applied for a number of important projects that can go a long way

in helping the low income households in general and empowering the women in particular to take the lead in Pakistan's social development.

### **Board Performance and Effectiveness**

In accordance with the Code of Corporate Governance, the Board oversees operations as per the laid down principles by the PICG (Pakistan Institute of Corporate Governance) to ensure transparency. Repeated sound results reflect an increase in the overall strategic performance of the board every year. The board was assisted by sub-committees, i.e. the Audit Committee and the HR&RC (Human Resource and Remuneration Committee), which held regular meetings during the course of the year and as per the stipulations by the SECP in line with the corporate governance requirements. It is important to recognise the key role played by these sub-committees in highlighting areas of improvements and recommending pragmatic solutions for optimum performance. Going forward we will continue our efforts to adopt and implement best governance practices for sustained delivery that equitably benefits all stakeholders.

### **Future Prospects**

The Foundation will strive to deliver a strong growth by further improving its skill-imparting efficiency and outreach supported by innovative techniques that our talented team continues to develop through regular research & development. Further, the foundation will make strenuous efforts to increasingly penetrate the far-flung low-income rural areas for empowering women and where otherwise the government's direct outreach remains constrained. The Foundation is committed to achieving operational excellence and attaining its objectives/ vision of providing

sustainable living to all its stakeholders through responsible penetration and purpose driven programs.

### **Acknowledgements**

On behalf of the board of the directors, I would like to express gratitude to all our stakeholders and partners for their continued support and encouragement. I would also like to appreciate the inspiring leadership role of our CEO (Chief Executive Officer) and to acknowledge the exemplary dedication of the entire Kaarvan team in putting forward some very valuable work, discharging key social services and in delivering outstanding results. Lastly, I would like to acknowledge the professional & ethical work of our accounts department and our auditors in ensuring that the Foundation continues to discharge its business by fully complying with the highest accounting principles.

### **Dr. Kamal Monnoo** Chairman of the Board





## CEO'S MESSAGE

Dear Friends,

Kaarvan is devoted to examining the ways in which gender roles and all forms of human inequality are embedded in culture and society.

Expanding the space of experimentation around complex issues – Kaarvan continues to craft the practice of social innovation that shapeshifts in subversive yet expansive ways.

Even before the COVID-19 pandemic and floods, economic and social outcomes for women in Pakistan were poor, with the country ranking 145 out of 146 on the World Economic Forum's 2022 Gender Index. On Economic Participation and Opportunity for Women - Pakistan scored particularly poorly, coming just above Afghanistan.

Global evidence has shown that entrepreneurship can prove to be an effective tool for narrowing the gender gap in economic

participation and opportunities. Yet, despite the small and medium enterprise sector in Pakistan employing 12 million home-based workers, over 80% of whom are women, only 1% of women are engaged in some sort of enterprise themselves – the lowest percentage in the world.

Developing Women Entrepreneurship by enabling of our women to step out and use their skills to create economic benefit is key to our Theory-of- Change i.e. Educate in Life Skills - Enable to Earn - Empower to Decide.

Our aim is far more ambitious than simply supporting our rural women to increase their incomes through skills training and access to services/support. The aim is to drive a fundamental change in attitudes and infrastructure that will ensure many thousands of women can follow in the future. To achieve this, in addition to the enterprise incubation programmes — we are focussing on the wider ecosystem. By

doing this we believe there is a much greater possibility of serious systemic change that will not only reduce the stigma relating to women's participation in the work force – but also enable women-entrepreneurs to act as role models for other women in their local community

2021-22 has been a year of strong collaborative voice to reduce gender difference by providing life skills opportunities to marginalized women living in low-income communities across Pakistan. This is an ongoing effort towards inclusivity that sheds away gender marginalization and focuses on building capacity of individual, family and community.

By striving towards individual betterment, everything around becomes better too; as boundaries blur in network of collaborative kinship.

With belief that the representation and participation of women will pave the path for a culture of peace in Pakistan — presenting you our annual report for 2022.

**Danish Khan**  
Chief Executive Officer  
Kaarvan Crafts Foundation







1 **EDUCATE**  
IN LIFE SKILLS



2 **ENABLE**  
TO EARN



3 **EMPOWER**  
TO DECIDE

# OUR THEORY OF CHANGE

**Over the course of our work and our internal findings, we were able to design a theory of change directed at the needs of the rural population. This ground-up approach to building a theory of change has allowed for our work to become viable in multiple aspects. Not only are we far more suited to operate within the paradigm of development, we are able to run a needs-based call to action that creates the change that we need the most, thereby ensuring sustainability and longevity. Our theory of change is as follows:**

Change begins with self — ability to develop one’s mind, body and spirit. Kaarvan offer opportunities to develop life skills that range from technical skills, learning how to read, write to understand basic financial transactions. The education process becomes the first step towards empowering these women as it prepares them with a wide skill set that can be employed for economic gains.

And while training in, and learning of, these new skills is important; it is not enough. These women come from a reality that has not enabled them to learn how to capitalize on their skills and talent. Developing that talent is essential in making them productive. The enabling of these women to step out and use their skills to create economic benefit is key in our Theory of Change. This stage of enabling involves allowing these women to understand the market and carve out niches within the market through the help of local sales agents. Through various market linkages and training activities, these women are able to create market quality products and generate their income.

The ultimate empowerment of these women is to step up and take charge of their own futures. With the training that they employ to earn for themselves and their families, these women are able to become decision makers. The importance of being able to project their demands, get their say and decide, not just for themselves, but for their families, is key in making these women an equal participating member of their communities and society at large. Once these women can stand up for what they believe in, it is only then can they become truly empowered.





UNESCO • World Bank • Punjab Tourism for Economic Growth

## **Cultural & Creative Industries of Surangla Punjab**

The cultural and creative industries can be considered a natural constituent of the knowledge and skills indigenous to a community and thus carry immense weight in as preservers of a community's identity and catalysts of their economy.

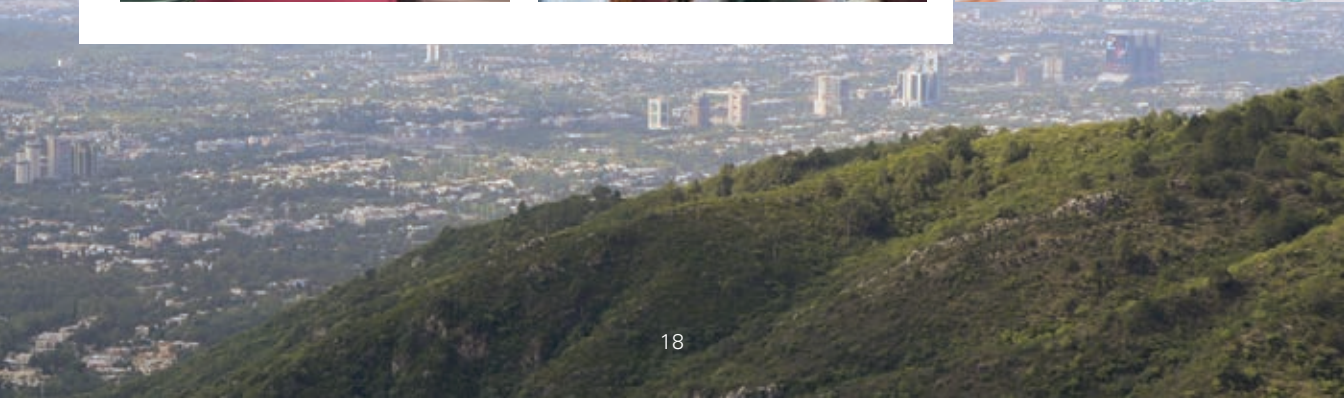
An unique intersection of history and culture is Taxila. From ancient archeological sites to centers of community and industry that have existed for thousands of years, this region feels simultaneously temporal and always in flux. The generations living in these regions are a witness to years of culture and history, as well as the flag bearers of the local stories around the heritage sites. As such it is crucial that the region is preserved and its people taken forward into the future with the rest of the world.

Kaarvan's primary objective is to provide a deeper understanding of the structures of villages and communities of Katas Raj, Mankiala Stupa, Bhir Mound, Dharmarajika, and Taxila Museum which will allow development of better and refined interventions to help them improve livelihoods and expand their craft.



UNESCO • World Bank • Punjab Tourism for Economic Growth  
**Capacity Building Workshops**

On World Tourism Day, Team Kaarvan seeded economic growth and inclusive development through a series of capacity building workshops for the Community Entrepreneurs & Artisans – the Custodians of Tangible and Intangible Cultural Heritage around the sites of Buddhist & Hindu Temples and Excavations in Chakwal, Khushab and Rawalpindi Districts including the remains of Gandhara Civilization around the Taxila Museum.



THE PRIMARY GOALS OF THIS COLLABORATION ARE:



**Skills Development**

through conventional and vocational training



**Creation of Jobs**

better earning opportunities for the locals



**Women Empowerment**

learning to contribute to the well-being of self & society



**Sustaining Tourism**

towards economic development



**Cultural Heritage**

protection and reformation



**Mutually Beneficial Environment**

diversity, equity, inclusion and belonging

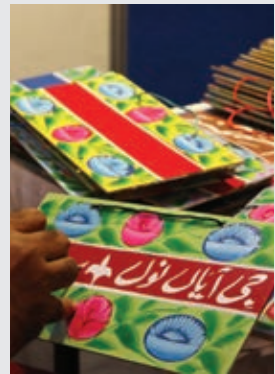
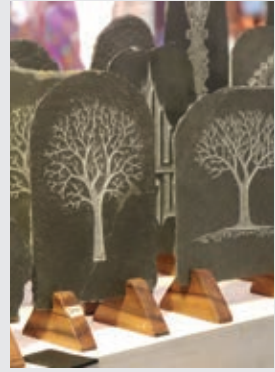




## UNESCO • World Bank • Punjab Tourism for Economic Growth **Indigenous People Exhibition**

Exhibition featured the tangible and intangible culture by artisans hailing from the regions of Chakwal, Khushab, Rawalpindi, Taxila, Kalar Kahar and Khewra, around the heritage sites of Katas Raj Temples, Mankiala Stupa, Bhirmound, Dharmarajika and Taxila Museum. These cultural and creative industries play an important role in the livelihoods of these artisans.

The courtyard was set up at the high-end mall for the encouragement of cultural heritage and development of the community entrepreneurs and artisans who are the custodians of culture linked to the Buddhist and Hindu Temples and the remains of the Gandhara Civilisation. The idea was to make visible the grass root point of contact that is the artisan making the craft. The exhibition is means of bringing the cultural practitioner to forefront and spread awareness of local arts & crafts through tangible and intangible experiences — at the same time persevering the cultural heritage and leaving room for modern fashion fusion.









UN Women

## Empowered Women — Resilient Communities

The intervention “Empowered Women – Resilient Communities” is designed to address four major constraints to Women Home-Based Workers including the Women with Disabilities (WWDs) in Multan in initiating or scaling their own enterprise; (i) Lack of skills development, (ii) inadequate business management skills and financial literacy, (iii) limited access to financial services and (iv) restricted access to market.

The project improved access of 300 WHBWs and 50 WWDs including 35 Women Enterprises from Multan to resources for enhancing profitability (information, market-based skills, financial services, technology and linkages with private sector). It mobilized WHBWs and WWDs, form them into functioning groups and connect them with a range of resources (access to finance, market, skills development, and enterprise development etc.).

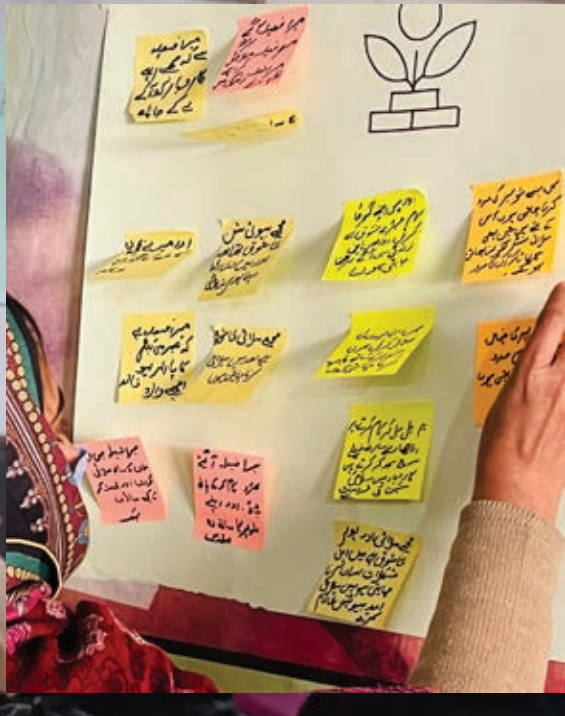
UN Women

## Women's Economic Empowerment (WEE)

Improve access of women-owned enterprises to resources for enhancing profitability in District Multan by providing them the skills development trainings, business management & entrepreneurship trainings, and developing their linkages with the government-led social protection initiatives as well as micro-finance institutions. Create an enabling environment for women and girls to participate in the economy as entrepreneur – access social protection services and financial services for improved and sustainable livelihoods. Under the project “Women's Economic Empowerment” (June 2022 – May 2023), Kaarvan is working directly with 685 Women Workers (WWs) and 80 Women Owned Businesses (WOBs) including Women with disabilities (WWDs), Women from religious minorities (WFMs) and transgender persons (LGBTQI) against the target of 750 in Multan District.









Target Foundation • British Asian Trust

## Catalysing Women-led Enterprise Growth in Pakistan

Aims to reduce the stigma relating to women's participation in the workforce through skills upgradation, industry engagement & mentorship of 2,100 Women-Led Enterprises and their supply chain members, while also creating 300 new jobs over a period of 3 years in Sialkot and Faisalabad Districts.







British Asian Trust

## **Driving Women's Economic Empowerment (DWEE)**

1,650 marginalized women shall be economically empowered and will be made resilient against multidimensional poverty in rural areas of 4 districts (Multan, Rahim Yar Khan, Bahawalpur, and DG Khan) of Pakistan through increased knowledge, skill enhancement, product development, digital literacy, access to resources and market linkages to participate in sustainable livelihoods.

1650 Women Members (WMs), inclusive of the Women Micro-entrepreneurs, skills and product development has improved. 150 Women Micro-entrepreneurs (WMEs) are trained to lead groups of 10 WMs each from their respective communities. The Micro-entrepreneurs are further trained in Business Management skills, Communications Skills, Leadership Skills, and Entrepreneurship skills. They are provided market linkages through conventional means such as Buyer-Seller Meetings and participation in Exhibitions. They are also provided with digital market linkages through e-commerce and social media platforms along with Digital Enablement, Digital Literacy, and Social Media Marketing skills to sell their products online.







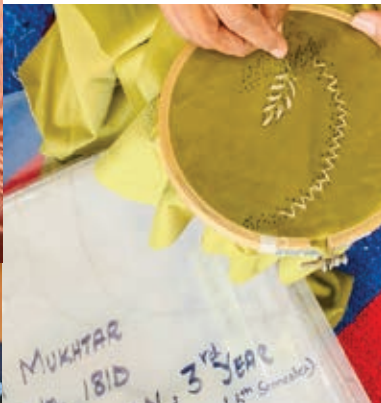
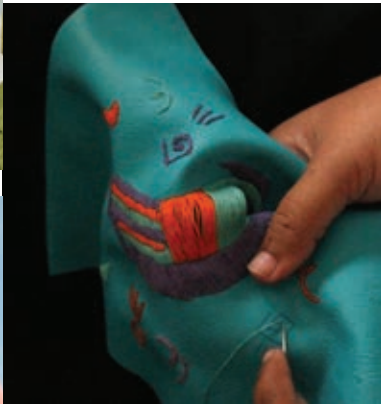


Punjab Skills Development Fund (PSDF)

## Skills for Market Linkages

The Skills for Market Linkages (SFML) project aims to support unemployed women from low-income families by training them for a year to be self-employed in the textiles and garment sector. For this project, Kaarvan Crafts Foundation is currently training women in two districts: Kasur and Nankana Sahib in Commercial Tailoring, Adda Work and Hand Embroidery.





National College of Arts (NCA)

## Blurring the Boundaries of Education

Connecting institutions as an implementer, as a policy advocate and also bridging the gap in ideologies. Complex global issues require more collaboration. With our emergent practice that collaborates with multiple stakeholders and institutions — we're evolving and shape shifting based on new learnings — a practice open to change and growth.

280 rural women entrepreneurs have attended Skills Enhancement & Design Development Training Workshop in 14 rural village sites provided by the textile department National College of Arts (NCA).

Through this collaborative learning sharing exchange with NCA, rural women entrepreneurs gained confidence and familiarity of stitching hand embroideries on materials such as jeans, crinkle chiffon and net – materials that they would have otherwise not considered. This training and product development of couture fashion with NCA students who broadened the rural women entrepreneur's sensitivity towards design and urban market demands.

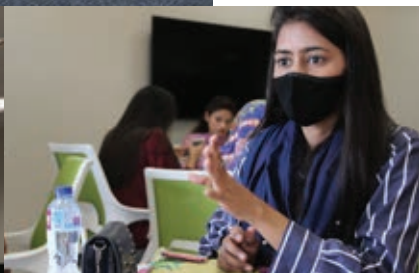


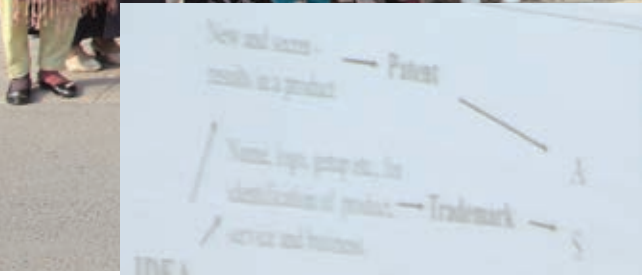
Centre for Business and Society (CBS), LUMS

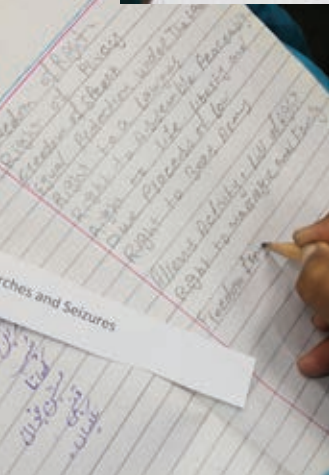
## #BridgingTheGap — Workshop for Women Microentrepreneurs

25 female micro-entrepreneurs from Multan were paired with student volunteers for the workshop's duration of two days. Each pair developed a customized framework of growth and scalability by exploring issues such as effective book-keeping, quality assurance, reducing operational costs, differentiating the entrepreneur's product, procurement of materials, accessing markets and diverse distribution channels, gauging demand, and, most importantly the feasibility of expanding on e-commerce.







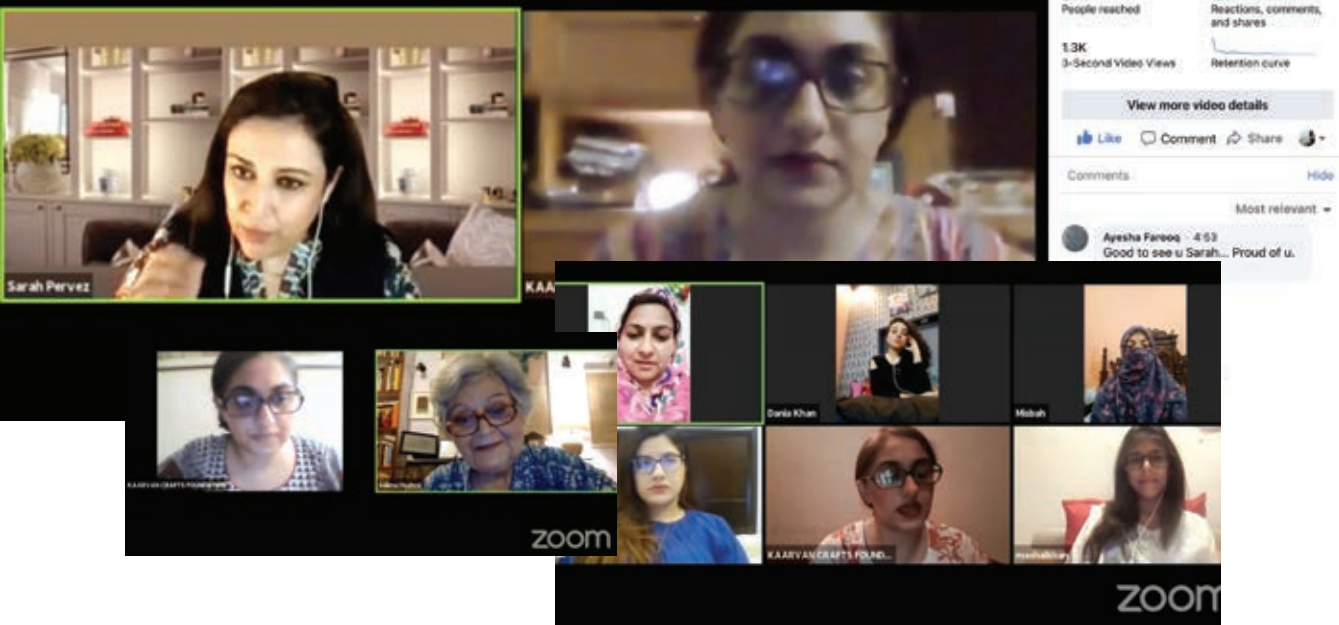


Shaikh Ahmad Hassan School of Law (SAHSOL), LUMS

## Navigating the Law in Pakistan as a Micro-Entrepreneur

Workshop on legal rights, company law for beginners, registration of private limited company — expanded individual political capacities of rural micro-entrepreneurs. Together, SAHSOL and Kaarvan is taking responsibility of educating for citizenship and interconnections for self-development.





## Kaarvan Conversations – Cultivating a Culture of Belonging, Inclusivity and Diverse Perspective

Kaarvan Conversations continues to grow from strength to strength. In July 2021, an entire new series was introduced in relation to the project conducted surrounding cultural heritage in collaboration with UNESCO. A twelve-part series consisting of leading luminaries and cultural specialists were invited to address the state of Pakistan’s heritage in the context of preservation and encouragement of tourism (which was part of the project as one of the partners was the Punjab government). This series was from July to November.

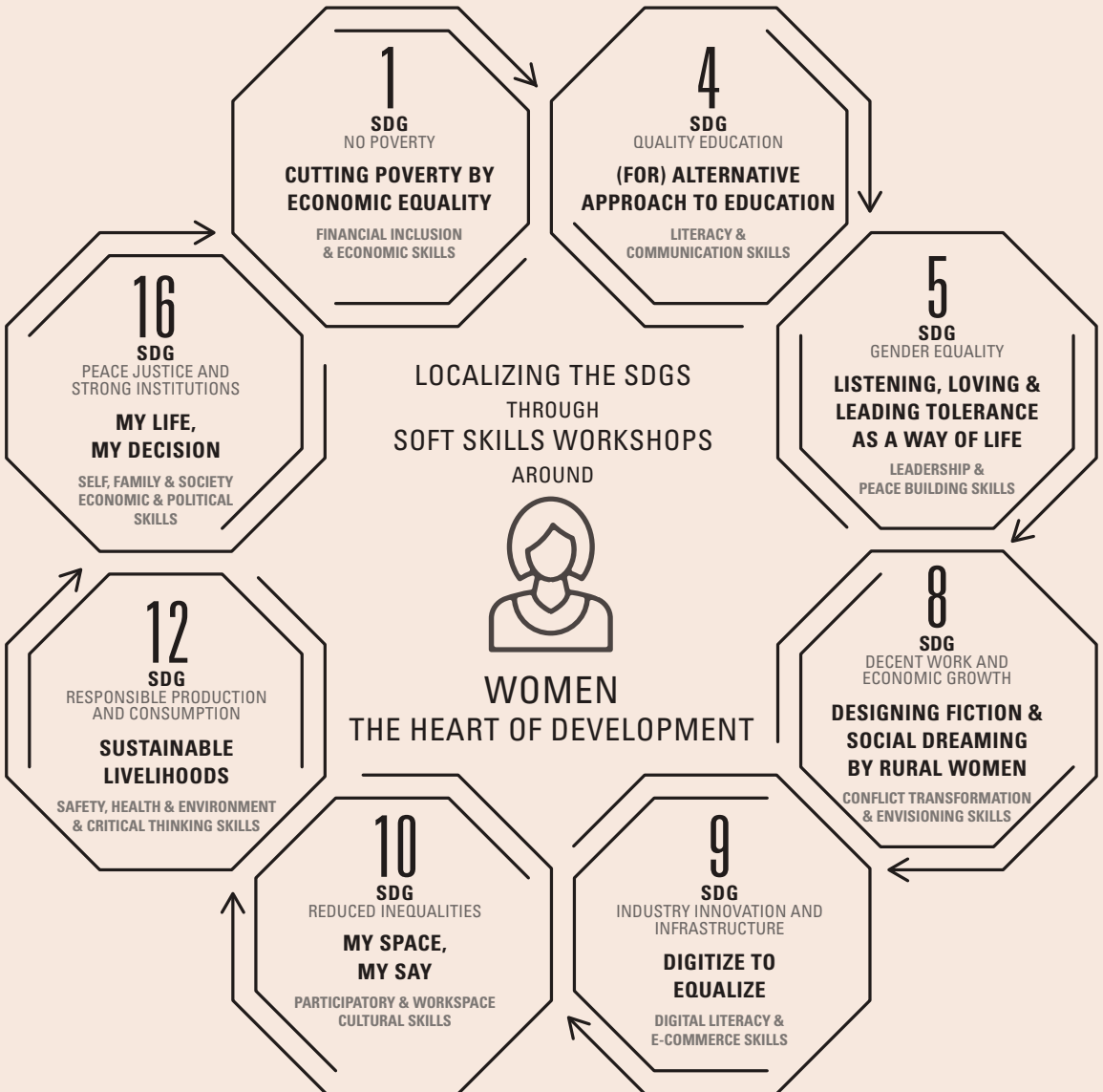
Kaarvan Conversations continued independent of any project – ever evolving and growing as is the Pakistani culture. Artisans, national and international people with special episodes dedicated to religious minorities and indigenous art. A total of six episodes consisted of engaging with rural artisan entrepreneurs who shared their stories, business journeys and craft with the global economy.

Since June 2022, Kaarvan Conversations has solely focused on a series developed with relation to the current project in collaboration with the British Asian Trust and Target Foundation to bridge the gender gap in economic participation in rural areas. This was a two-pronged strategy – on one hand urban business people shared their views while in the rural areas, the trainees were brought on to discuss the impact of the entrepreneurial trainings.



# 1 YEAR OF COURAGEOUS CONVERSATIONS

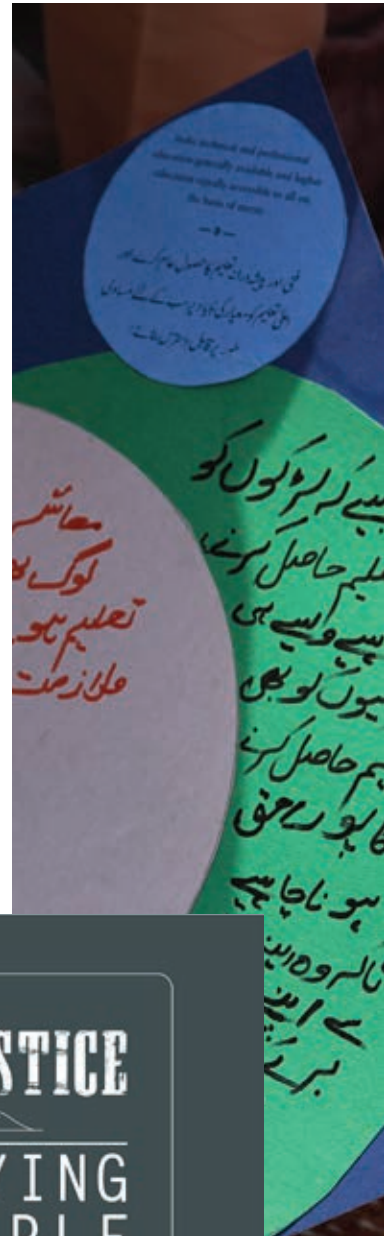
# LOCALIZING THE SDGs



Constellation of Change aims to provide a series of soft skills/ social skills in alignment with the International Sustainable Development Goals (SDGs) to expand rural women entrepreneurs' personal capacities to act with others for socially constructive purposes.

We investigate the thinking of an individual in relation to reality through creative activities that attend to the aesthetic aspect of their life. Interactive activities create a space for reflection and exchange of possibilities, experiences, and insights among the women. The belief that change begins with self — understanding the cause of one's condition and recognizing the ability to adjust to the situation is an active practice of reflection and action that endeavors to unleash the critical consciousness.

Each workshop is linked one of the SDGs to develop soft skills to face and change the challenges of poverty, inequality, education, waste and public space in their immediate environment. Through play, Kaarvan team unlocks the participant's curiosity to see the world anew and question things that fall through the cracks. It is through modeling, dialogue, practice, and confirmation that the group collectively dream, imagine, and create a new structure of the future, which is more peaceful — a gender-responsive space.



# JUST WHAT?

What do you want me to do? What can I, an individual, a commoner possibly do? Deep down... in our hearts we secretly know where we are not doing enough, where we are letting ourselves and the rest of the world down. We turn a blind eye; we tune out ugly parts of reality — we want that kurta forget whether price is just; we buy wheat knowing that farmer harvesting crop is most likely under pressure of crushing debt by the massive food corporations they are contracted to.

What to do? The problem is too big and there is nothing I as an individual could do. That's lazy thinking, easy scapegoating and sets up a false us-versus-them mentality.



Kaarvan Crafts Foundation  
Crafting Livelihoods

# JUST WORK

Then what gets in the way of rural women working? Is it trust? Culturally unventured space? No go? Lack of exposure? Control? Power? It could be bits of all these things that create hurdles for women working rural areas.

Let us work towards opening hearts, minds and self to things that get in the way — concepts of gender, age, race ethnicity, religion, culture or disability. Work towards a community where these things can take a back seat and look at developing human capacity for a culture of peace.

Just Work



Kaarvan Crafts Foundation  
Crafting Livelihoods

## JUST EDUCATE

Oh I know this topic seems blah and you're probably rolling your eyes thinking not this topic again. While its true that women are going to college and working in traditionally masculine fields and speaking in public. This is happening to a lesser degree in rural areas. Remote village areas all over Pakistan need more resources, facilities and public institutions.

It's just education right? Think about how women in rural areas are missing out on opportunities because of the resistance to discuss the importance of education and its correlation to women empowerment in urban colleges. Brushing this topic off as a feminist ideology when patriarchal mindset is quite strongly rooted in villages and prevent girls and women from fully understanding/ questioning the world around them. Everyone has the right to education that helps express themselves and develop in whatever she wants to become — a doctor, a teacher, a chef, a designer.



20 Feb | SDG 16  
**World Day of Social Justice**

*Just Move*

### JUST MOVE

How often are we stuck in rut, thinking oh man what now? Mentally, we list all things preventing us from doing what we really want to do. Okay, some of the stuff like financials, mobility (getting from one to another) do get in the way. But the biggest challenge to overcome is one's personal willingness. Once you step out the mindset of 'I can't do this' to 'let me take a risk and try'. A world of opportunities open up. Yes, its nerve wrecking as hell... if you truly believe in yourself and in your dream. All you need to do is move. Take responsibility for both dreaming and reality-checking those dreams with action\*.

\*Maybe have a planning buddy/ family member on board to hash out the action plan with.

# JUST FEAR

Whether its social justice or any other aspect of our personal or working life — fear of failure — freezes us and get in the way of our moving forward. Thoughts like...

"I'm not good enough" or

"I can't do that what will people think?"

"Why bother speaking up when no one is even interested in what I have to say?"

"No way am I going to be honest about this. What if its used against me? Better keep quiet."

"I don't want to make mistake in front of my community and embarrass myself. Better to keep doing what I'm familiar with."

It is this very fear that halts innovation, change and creativity to take place. Instead of being fearful of not being perfect... we should embrace our imperfect selves and practice healthy striving, empathy and self-compassion.



# JUST LAND

Land I walk on, sleep on and cultivate food on. Land is always there. So what will throwing a little wrapper here or there; or using coals for energy; or constantly drilling out oil or gas — really matter? The thing is on its own it probably doesn't but things are much one interconnected. It is this interconnectivity and collective blind spot that leads "dynamic complexity," this systematic distance or delay between cause & effect in space and time.

Yes even the tiniest action has a ripple effect. Therefore, each one of us play role in affecting our land — the choice on how is up to us.

Like support local farmers, waste less, litter less... because the little things we do, do matter.





## JUST THINK

How often do we get stuck in the mindset of success/ failure – leaders/ followers – oppressor/ oppressed – creative/ business – realist/ idealist? When really things are much blended than these hard binaries we have come to believe and act on. It's time we visit our 'blind spot' that invisible dimension where our everyday social interactions take place. Practice integration of our attention and intention. Acknowledge that we don't know everything and rumble with the limits of knowledge... to call out to our hidden prejudice. Redirect our attention to COLLECTIVE ACTION OF CO-CREATING NEW FUTURE OF LIVING that is opposite to the false world of binaries.

*Just Think*

20 Feb | SDG 16  
**World Day of Social Justice**

## JUST PEOPLE

People are just people. No matter what religion, color, area, or social status we were born into. It has to do with how we meet one another with respect, humility and open heart.

Let us forgo this age-old way of sensing and seeing the world through prestige, status and influence. Engage in a deeper way of seeing with our hearts. Enable infrastructures that facilitate shared seeing and finding new modes of existing that disrupts unhealthy systems that alienates and creates us-versus-them structures.

*Just People*







8 Mar | SDG 5  
**International Women's Day**

Celebrated the resilient spirit of women who grace life with undying perseverance, flexibility and connection. It is this connection to respect and understand diverse perspectives that leads them to become the community inspiration — a beacon of hope of progress and socio-economic inclusion.





27 Jun | SDG1  
**Micro-, Small, and Medium-Sized Enterprises Day**



15 Jul | SDG 4  
**World Youth Skills Day**

19 Aug | SDG 10  
**World Humanitarian Day**



11 Oct | SDG 5  
**International Day of the Girl Child**





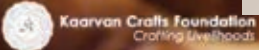
16 Days of Activism Against Gender Based Violence



For this 16 Days of Activism against Gender-Based Violence – UNiTE campaign – Kaarvan mapped meaningful connection and the experience of Pakistani rural women in form of 16 embroidered rotis — by 16 Women home-based Workers (WHBW)s part of UN Women WEE Program. *Each roti is a silent testament of violence that has metamorphosed into something else.*

25 Nov - 10 Dec | SDG 5

## International Day for the Elimination of Violence against Women [16 Days of Activism]



### Why roti?

Roti is a symbol of necessity connected to livelihood as well as dependence. Males in most households are bread earners for the family. Now imagine, speaking ill against the person who brings food to the table. The person who you care about, who is also victim to social pressures (and might have a drug addiction). Speaking about such delicate matters takes a lot of courage.



Each roti is manifestation of warped emotional state:

1. Fear / Courage
2. Silence / Speak
3. Shame / Dignity
4. Uncertainty / Resilience
5. Confusion / Curiosity
6. Anguish/ Calm
7. Hopelessness/ Hopefulness
8. Despair / Authenticity
9. Vulnerability / Daring
10. Avoidance / Confront
11. Empathy / Indifference
12. Resentment / Self-worth
13. Safe / Scared
14. Surprise / Clear
15. Unknown / Known
16. Trust / Distrust



## **Empowering Women, Public Space and Climate Change**

Women of Shujabad, Multan engaged in a interactive activities of reduce, recycle and repurpose of how to utilize their craft materials more mindfully and minimize waste.

Empowering women in the context of public space and climate change is crucial for creating a sustainable and equitable future. This requires transformation towards regenerative and restorative public spaces that prioritize inclusivity and sustainability. Need to build more resilient communities that are better equipped to face the challenges of climate change. There needs to be more conversation with rural women on topics of how they currently occupy public space and make use of resources with the environment in mind.







# FINANCIAL HIGHLIGHTS



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Rahman**

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## INDEPENDENT AUDITOR'S REPORT

To the members of Kaarvan Crafts Foundation

Report on the Audit of the Financial Statements

### Opinion

We have audited the annexed financial statements of Kaarvan Crafts Foundation (the Company), which comprise the statement of financial position as at **June 30, 2022**, and the income and expenditure statement, the statement of changes in fund balances, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the income and expenditure statement, the statement of changes in fund balances and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at June 30, 2022 and of the deficit, the changes in fund and its cash flows for the year then ended.

### Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Information Other than the Financial Statements and Auditor's Report Thereon

The Board of Directors are responsible for the other information. The other information comprises the information including under director report for the year ended June 30 2022, but does not include the financial statements and our auditor's report thereon.

**ATX**

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Responsibilities of Management and Board of Directors for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017(XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Board of directors are responsible for overseeing the Company's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events

or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board of directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### Report on Other Legal and Regulatory Requirements

Based on our audit, we further report that in our opinion:

- a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- b) the statement of financial position, the income and expenditure statement, the statement of changes in fund balances and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- d) no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

The engagement partner on the audit resulting in this independent auditor's report is Imran Afzal.



Grant Thornton Anjum Rahman

Chartered Accountants

Lahore

Dated: 28 October, 2022

UDIN: AR202210212I2vP8nJkB

## KAARVAN CRAFTS FOUNDATION

(A Company set up under section 42 of the repealed Companies Ordinance, 1984 - Now Companies Act, 2017)

### Statement of Financial Position As at June 30, 2022

	Note	2022 ( Rupees )	2021 ( Rupees )
<b>Assets</b>			
<b>Non-current</b>			
Property and equipment	5	2,678,906	2,103,430
Intangible assets	6	-	7,285
Long term security deposits		424,526	304,393
<b>Non-current assets</b>		<b>3,103,432</b>	<b>2,415,108</b>
<b>Current</b>			
Grants receivable	7	-	781,054
Advances, prepayments and other receivables	8	1,014,966	1,957,860
Trade debts	9	-	29,106,647
Income tax refundable - net	10	21,953,658	21,953,195
Short term investments	11	55,000,000	35,000,000
Cash and bank balances	12	21,722,165	7,455,441
<b>Current assets</b>		<b>99,690,789</b>	<b>96,254,197</b>
<b>Total assets</b>		<b>102,794,221</b>	<b>98,669,305</b>
<b>Equity and liabilities</b>			
<b>Equity</b>			
General fund	13	85,390,471	88,980,214
<b>Total equity</b>		<b>85,390,471</b>	<b>88,980,214</b>
<b>Liabilities</b>			
<b>Non-current</b>			
Deferred grants	14	12,901,869	2,387,854
<b>Non-current liabilities</b>		<b>12,901,869</b>	<b>2,387,854</b>
<b>Current</b>			
Trade and other payables	15	4,501,881	7,301,237
<b>Current liabilities</b>		<b>4,501,881</b>	<b>7,301,237</b>
<b>Total liabilities</b>		<b>17,403,750</b>	<b>9,689,091</b>
<b>Total equity and liabilities</b>		<b>102,794,221</b>	<b>98,669,305</b>
<b>Contingencies and commitments</b>	16		

The annexed notes 1 to 29 form an integral part of these financial statements.

*[Signature]*

*[Signature]*

CHIEF EXECUTIVE OFFICER

*[Signature]*

DIRECTOR

## KAARVAN CRAFTS FOUNDATION

(A Company set up under section 42 of the repealed Companies Ordinance, 1984 - Now Companies Act, 2017)

### Income and Expenditure Statement For the year ended June 30, 2022

		2022 ( Rupees )	2021 ( Rupees )
Revenue	17	47,054,966	83,718,882
Other income	18	6,197,224	2,845,582
<b>Total income</b>		<b>53,252,190</b>	<b>86,564,464</b>
<b>Project Expenditure:</b>			
Punjab Skills Development Fund	19	6,509,467	62,760,060
Other projects	20	34,605,254	12,985,859
Disbursement of donations		-	217,503
		41,114,721	75,963,422
Administrative expenses	21	6,305,904	17,270,924
Other expenses	22	9,421,308	803,187
<b>Deficit before taxation</b>		<b>(3,589,743)</b>	<b>(7,473,069)</b>
Provision for taxation	23	-	-
<b>Deficit for the year</b>		<b>(3,589,743)</b>	<b>(7,473,069)</b>

The annexed notes 1 to 29 form an integral part of these financial statements.

6/22



CHIEF EXECUTIVE OFFICER



DIRECTOR

## KAARVAN CRAFTS FOUNDATION

(A Company set up under section 42 of the repealed Companies Ordinance, 1984 - Now Companies Act, 2017)

### Statement of Changes in Fund Balances For the year ended June 30, 2022

	General fund ( Rupees )
Balance as at July 01, 2020	96,453,283
Deficit for the year ended June 30, 2021	(7,473,069)
Balance as at June 30, 2021	88,980,214
Deficit for the year ended June 30, 2022	(3,589,743)
Balance as at June 30, 2022	85,390,471

The annexed notes 1 to 29 form an integral part of these financial statements.





CHIEF EXECUTIVE OFFICER



DIRECTOR

## KAARVAN CRAFTS FOUNDATION

(A Company set up under section 42 of the repealed Companies Ordinance, 1984 - Now Companies Act, 2017)

### Statement of Cash Flows For the year ended June 30, 2022

	2022 ( Rupees )	2021 ( Rupees )
<b>Cash flows from operating activities</b>		
Deficit for the year	(3,589,743)	(7,473,069)
<b>Adjustments for non cash items:</b>		
Depreciation	466,524	566,969
Provision for gratuity	897,090	813,555
Loss on disposal of property and equipment	-	803,187
Grants amortisation	(35,598,712)	(15,149,944)
Amortisation of intangible assets	7,285	29,843
Operating (deficit) before working capital changes	(37,817,556)	(20,409,459)
<b>Working capital changes:</b>		
Decrease/(Increase) in advances, prepayments, other receivables and trade debts	30,049,078	(5,768,356)
Decrease in trade and other payables	(2,896,137)	(10,041,289)
	27,152,941	(15,809,645)
<b>Cash used in operations</b>	(10,664,615)	(36,219,104)
Gratuity paid during the year	(800,309)	(1,312,766)
Grants received during the year	46,893,781	8,297,803
<b>Net cash from/ (used in) operating activities</b>	35,428,857	(29,234,067)
<b>Cash flows from investing activities</b>		
Proceeds from disposal of assets during the year	-	408,860
Purchase of assets during the year	(1,042,000)	-
(Increase)/Decrease in long term security deposits	(120,133)	119,663
Proceeds from redemption of investment / investment made during the year-net	(20,000,000)	1,000,000
<b>Net cash from/ (used in) investing activities</b>	(21,162,133)	1,528,523
<b>Cash flows from financing activities</b>		
	-	-
<b>(Decrease)/Increase in cash and cash equivalents</b>	14,266,724	(27,705,544)
Cash and cash equivalents at the beginning of year	7,455,441	35,160,985
<b>Cash and cash equivalents at the end of year</b>	12 21,722,165	7,455,441

The annexed notes 1 to 29 form an integral part of these financial statements.

  
CHIEF EXECUTIVE OFFICER

  
DIRECTOR





**Kaarvan Crafts Foundation**  
*Crafting Livelihoods*

**LET'S COLLABORATE AND BRING  
ABOUT POSITIVE CHANGE TOGETHER**



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