JWS PAKISTAN

Hi There!

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ACRONYMS

ABL	Allied Bank Limited
AL	Agriculture Loan
AM	Area Manager
AML	Anti-Money Laundering
AO	Area Office
ASR	Annual Staff Retreat
BOD	Board of Directors
CG	Credit Group
CB	Capacity Building
CFT	Countering Financing on Terrorism
CRM	Compliance & Risk Management
GNF	Gujranwala NGO Forum
ESMS	Environmental & social management system
ESRM	Environmental & social risk management
HBL	Habib Bank Limited
HO	Head Office
HR	Human Resource
JWS	Jinnah Welfare Society
JWSP	JWS Pakistan
MC	Micro Credit
MF	Micro Finance
MFI	Micro Finance Institution
MIS	Management Information System
NBFC	Non-banking finance company
OLP	Outstanding Loan Portfolio
OTW	Orientation Training Workshop
PCP	Pakistan Centre for Philanthropy
PMER	Planning, monitoring, evaluation and research
PMFN	Punjab Microfinance Network
PMIC	Pakistan Microfinance investment company
PMN	Pakistan Microfinance Network
PNCC	Punjab NGO Coordination Council
PPAF	Pakistan Poverty Alleviation Fund
RMGM	Risk Management Graduation Model
SBI	Shore Bank International
SECP	Securities and exchange commission of Pakistan
SME	Small and Medium Enterprises

Editorial Board



Warda Iqbal Ch.
Chief Operating Officer



Mohammad Jamil Anjum
Chief Financial Officer



Qazi Shoaib Alam
Chief Executive Officer



Syed Khurram Hussain
Manager Compliance & Risk



Mohammad Imran Dhillon
Chief Business Officer

JWS PAKISTAN
ANNUAL REPORT 2023

This report offers insight into JWS Pakistan's guiding philosophy, Vision, Mission and Socio-Economic achievements during the year 2023 as well as prior achievements.

Company is committed to further improve its service standards to better serve the poor and marginalized segment of our society.

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TEAMWORK IS THE SECRET THAT MAKES **COMMON PEOPLE** ACHIEVE UNCOMMON RESULTS.

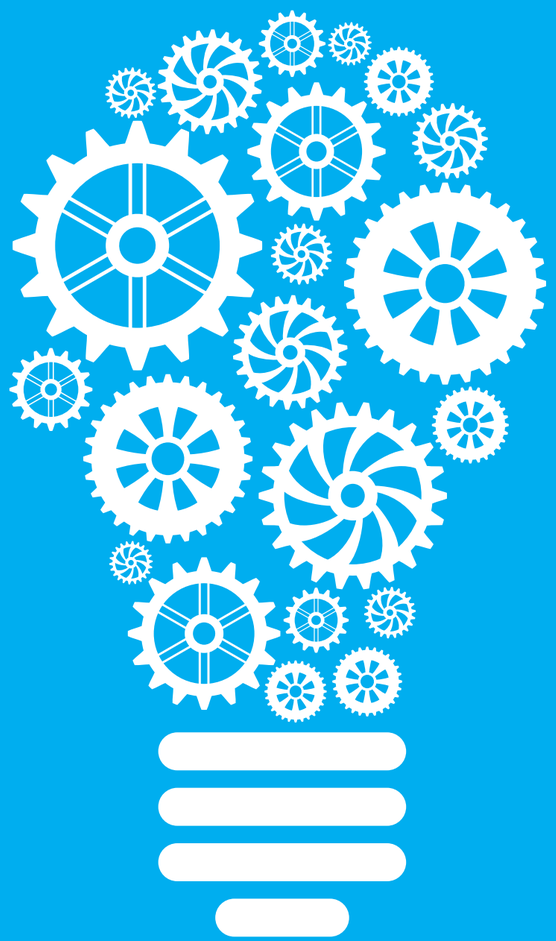


About JWS Pakistan



In the heartland of Pakistan's largest province, Punjab, a quiet revolution is taking place. JWS Pakistan, a non-banking micro finance company, has been working tirelessly in 22 districts of this region to uplift the lives of its inhabitants. Through a unique combination of financial services, trainings, linkages development and insurances initiatives, JWS Pakistan has emerged as a beacon of hope and empowerment for the under served communities it serves.

Established in 1992, JWS Pakistan was born out of a simple yet profound vision to break the cycle of poverty by providing marginalized individuals with access to financial resources and knowledge. Since its inception, the organization has adhered to a mission of promoting economic and social development by extending financial services and capacity-building support to those who need it the most.



VISION

Sustainable economic development and social empowerment for all

MISSION



Financial strengthening and social uplift of marginalized segments of society, through an integrated approach thereby providing financial services, capacity building and developing market linkages for them to sustain their businesses and to improve their living standards

JWS PAKISTAN
Objectives

The true measure of JWS Pakistan's success lies in the tangible impacts it has made on the lives of its clients and the communities it serves. Over the years, the organization has amassed an impressive track record of achievements mainly in the domain of transforming their lives, empowering women, creating sustainable business and job opportunities thus providing resources for education and health facilities.

01 Poverty Alleviation

JWS Pakistan has played a pivotal role in lifting countless families out of poverty. By providing access to credit and financial tools, it has enabled micro-entrepreneurs to expand their businesses, generate income and improve their living standards.

02 Women Empowerment

A significant portion of JWS Pakistan's clients (over 99%) are women who are often excluded from formal financial systems. The organization's initiatives have empowered women to become economically independent, fostering gender equality and social progress.

03 Job Creation

Through the support of micro-entrepreneurs, JWS Pakistan has indirectly contributed to job creation in the communities it serves. Small businesses supported by JWSP have often hired local labor, leading to improved employment opportunities.

04 Education and Healthcare

Improved access to financial resources has translated into better education and healthcare for clients' families. Children are able to attend school regularly and families can afford essential healthcare services.

05 Community Development

Beyond individual impacts, JWS Pakistan's presence has contributed to the overall development of communities. Infrastructure improvements, increased economic activity and enhanced social cohesion are some of the broader benefits witnessed.

06 Reduction in Vulnerability

The provision of insurance products has reduced the vulnerability of clients to unforeseen shocks, such as illnesses or accidents. This has prevented many families from falling deeper into poverty due to unexpected expenses.

07 Bridging the Accessibility Gap

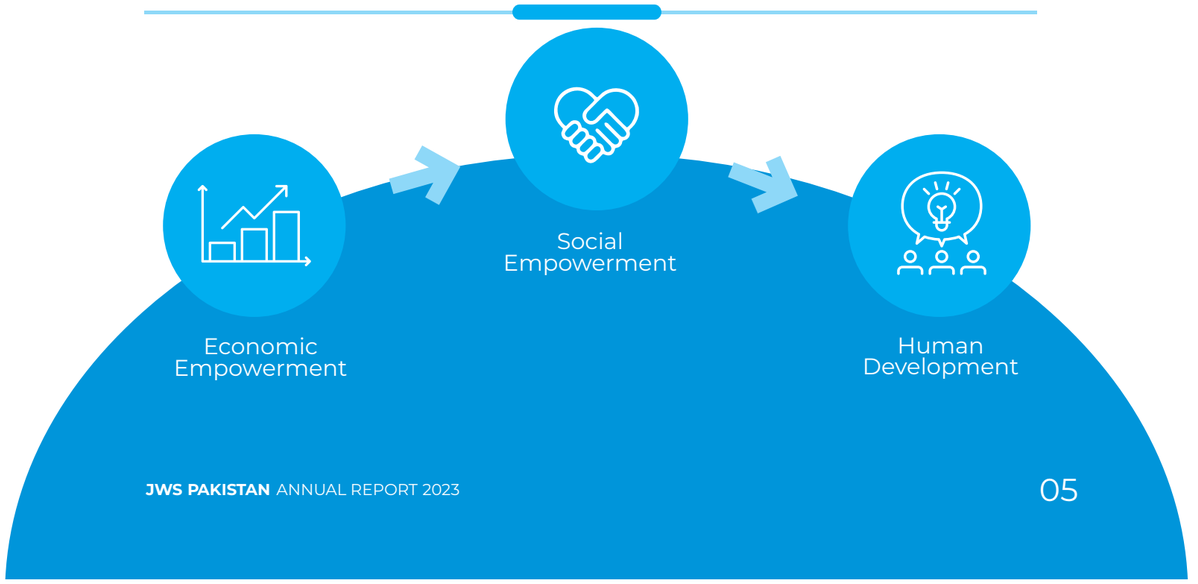
A key factor that sets JWS Pakistan apart from traditional banks is its commitment to providing doorstep services. Recognizing the logistical challenges faced by rural clients, the company's field officers travel to clients' homes and businesses to deliver financial services. This approach ensures that clients do not need to travel long distances, which can be both costly and time-consuming. By bringing financial services to the doorstep, JWS Pakistan has effectively bridged the accessibility gap that often hinders financial inclusion in remote areas. This approach has been particularly crucial during the COVID-19 pandemic when mobility restrictions were in place, and physical distancing was essential.

08 Sustainability & Future Vision

JWS Pakistan is committed to sustainability in all aspects of its operations. It seeks to ensure the long-term financial viability of its programs, which is crucial for maintaining its support to clients. Moreover, the organization is constantly innovating, exploring new ways to serve its clients better and adapt to evolving economic and social conditions. The future vision of JWS Pakistan is one of continued growth and impact. The organization aims to expand its reach to even more under served districts in Punjab and potentially other provinces in Pakistan. It envisions a future where every individual, regardless of their socio-economic background, has access to the financial tools and knowledge needed to improve their lives.

In addition to being sensitive towards clients, the internal policy of JWS Pakistan is also very supportive for staff members. Excellent remuneration packages, provident fund, gratuity, annual bonuses coupled with health and life insurance of staff and their dependents make JWS Pakistan an employer of choice. Furthermore, the policy of promoting internal staff has further created a new dimension of staff loyalty that helps the company in performing better in any challenging situation. Our business processes are governed by several codes of conducts including but not limited to client protection, avoiding over indebtedness, ensuring productive use of loan, social safety nets and concern for the environment are the basic ingredients of our growth strategies.

These ethical checks ensure that the financial interventions are geared towards bringing positive economic development at the grassroots level. Despite of these extra carefulness for the social & environmental causes, company has undergone an impressive growth trajectory and plans to even enhance its sensitivity level for the people and planet.



Geographical Footprints

JWSP is actively serving its clients in 22 districts of the Punjab province with a network of 110 branch offices and 18 area offices. Branch offices are located at approachable community places and have all the facilities required for the purpose.

These offices play crucial role in community mobilization and in delivery financial literacy program in partnership with key stakeholders.

DISTRICT WISE PRESENCE

- GUJRANWALA
- FAISLABAD
- CHINIOT
- GUJRAT
- HAFIZABAD
- JHANG
- KASUR
- KHANEWAL
- KHUSHAB
- LAHORE
- MANDI BAHUDIN
- MULTAN
- NANKANA SAHIB
- NAROWAL
- OKARA
- PAKPATTAN
- SAHIWAL
- SARGODHA
- SHEIKHUPURA
- SIALKOT
- TOBA TEK SINGH
- VEHARI



22 Districts

110 Branch Offices

18 Area Offices

STAFF DEMOGRAPHIC

- GUJRANWALA
- HAFIZ ABAD
- GUJRAT
- SIALKOT
- SHEIKHUPURA
- FAISALABAD
- LAHORE
- MULTAN
- OKARA
- NAROWAL
- SARGODHA
- JHANG
- KASUR
- MANDIBHAUDDIN
- CHITRAL
- MARDAN
- HARIPUR
- CHINIOT
- BAGH
- KAHOTA
- BAHAWALNAGAR
- MIRPUR
- NANKANA SAHIB
- KOTLI
- SAHIWAL
- PAKPATTAN
- KHANEWAL
- TOBA TEK SINGH
- MUZAFFARABAD

CORPORATE INFORMAITON

Governance
Committees

Board of Directors

Ms. Sabiha Shaheen	Chairperson
Qazi Shoaib Alam Farooqi	Chief Executive Officer
Mr. Muhammad Shahid	Non Executive Director
Mr. Farrukh Iqbal	Non Executive Director
Dr. Naveed Iqbal	Independent Director
Muhammad Saqib Abbas	Independent Director
Ms. Roheena Iqbal	Independent Director
Ms. Farzana Kousar	Non Executive Director
Muhammad Javed	Company Secrtary

Board HR Committee

Ms. Roheena Iqbal	Chairperson
Mr. Muhammad Shahid	Member
Ms. Farzana Kousar	Member
Ms. Warda Iqbal	Chief Operating Officer

Board Audit Committee

Dr. Naveed Iqbal	Chairperson
Mr. Farrukh Iqbal	Member
Mr. Saqib Abbas	Member
Mr. Nazir	Manager IA

Risk & Compliance Committee

Mr. Muhammad Saqib Abbas	Chairperson
Mr. Farrukh Iqbal	Member
Ms. Farzana Kausar	Member
Mr. Khurram Hussain	Manager CRM

Grievance Committee

Ms. Sabiha Shaheen	Chairperson
Mr. Imran Dhillon	Chief Business Officer
Mr. Khuram Hussain	Manager CRM
Ms. Misbah Hadayat	HR Officer

Procurement Committee

Qazi Shoaib Alam Farooqi	Chief Executive Officer
Ms. Warda Iqbal	Chief Operating Officer
Mr. Imran Dhillon	Chief Business Officer
Mr. Javed	Manager F & A

Disposal Committee

Ms. Warda Iqbal	Chief Operating Officer
Mr. Muhammad Jamil Anjum	Chief Financial Officer
Mr. Waleed Raza	Asst. Manager Admin

Advisors & Auditors

Legal Advisors

Azam Chaudhry Law Associates (ACLA)
Address: H #5, Street No.9, Sector F-8/3
Islamabad, Pakistan
Tel: + 92 51 2253351, 2253354, 2250657

Tax Advisor

Mohsin & Co Chartered Accountants
Mohsin Nasrullah- FCA
House # 105C, GOR-5
HBFC, Faisal Town
Lahore
Tel: 042-35160091

Auditors

Rahman Sarfraz Rahim Iqbal Rafiq & Co.
Chartered Accountants
Address: Office 72 -A, Faisal Town, Lahore
54770, Pakistan
Telephone: + 92-42-35160430-32
Fax: + 92-42-35160433

Meet the Navigators, The Board!

The board of directors of JWS Pakistan are comprised of key professionals from diversified fields. Board plays an instrumental role in steering the company forward and shaping its strategic direction. These members bring a wealth of expertise, experience and diverse perspectives to the table, which is critical in guiding the organization in its mission to empower underserved communities through microfinance and capacity-building initiatives. Over the period of time, board has helped the company in shaping up the broader strategic contours in various domains;



Strategic Vision: The board along with senior management has helped in setting the overarching strategic vision and goals of JWS Pakistan. Drawing from their varied backgrounds, board members have brought a holistic understanding of economic, financial, and social dynamics, enabling them to develop a vision that aligns with the organization's mission and the evolving needs of the communities it serves.

Governance and Oversight: Board has played a crucial role in ensuring transparency, accountability and good governance within the organization. Members have provided strategic oversight of financial and operational matters, ensuring that the company's resources are used efficiently and effectively to achieve its goals.

Risk Management: With their diverse expertise, board members have contributed towards a robust risk assessment and management framework. They have helped in identifying potential risks and develop strategies to mitigate them, safeguarding the financial health and sustainability of JWS Pakistan.

Access to Networks: With their diversified backgrounds, board has helped in further strengthening the organizational networking and connections in various sectors, which has been a source of leveraging to open doors for strategic partnerships, collaborations and fund raising efforts. This has significantly enhanced JWS Pakistan's reach and impact.

Adaptation and Innovation: In a rapidly changing environment, the board's ability to adapt and encourage innovation is paramount. Their diverse perspectives have enabled JWS Pakistan to remain responsive to emerging challenges and opportunities, ensuring its continued relevance and impact.

In essence, the board of directors at JWS Pakistan serves as the guiding compass, steering the company toward its mission of fostering financial inclusion and socio-economic development. Their collective wisdom, diverse expertise and unwavering commitment to the organization's values are instrumental in ensuring that JWS Pakistan continues to make a positive and lasting impact on the lives of the communities it serves.

About
Leaders

Sabiha Shaheen: Chairperson



Ms. Sabiha Shaeen's journey as the Chairperson of JWS Pakistan is a testament to her unwavering commitment to social development and youth engagement. She has been at the board since 2007. Her leadership has transformed JWS Pakistan into a beacon of hope, illuminating the path towards a more prosperous and equitable Pakistan. Her legacy will undoubtedly inspire future leaders to continue the mission of financial inclusion and social empowerment for many years to come.

Professionally she is a development expert having vast experience of women empowerment, youth development and gender mainstreaming at the grass root level. She has represented Pakistan in several regional and international consultations and is also credited for advocacy campaigns to design and implement national youth policy in the country. Her youth and women development skills have brought great values to JWS Pakistan as well in designing the socio-economic development protocols.

Qazi Shoaib Alam Farooqi: Chief Executive Officer



Qazi Shoaib Alam Farooqi, CEO of "JWS Pakistan," brings over two decades of invaluable experience in social and economic development to the forefront of the microfinance sector. As a founding member of the organization, Mr. Shoaib has been instrumental in shaping its mission and values. His visionary leadership has propelled JWS Pakistan to the forefront of financial inclusion and empowerment in the country. Through his dedication and expertise, Mr. Shoaib continues to guide the company towards greater heights, ensuring that it remains a force for positive change in the lives of underserved communities.

Qazi Shoaib's legacy as CEO is characterized by a profound impact on the lives of countless individuals, emphasizing his role as a trailblazer in the microfinance sector. Under his guidance, JWS Pakistan continues to transform the lives of those it serves, forging a path to a more financially inclusive and equitable Pakistan.

Roheena Iqbal: Independent Director



Ms. Roheena Iqbal is a renowned sociologist and has a great understanding of social and gender issues in the society. She has a Master's degree in Sociology and M.Sc in Gender & Women Studies. She is working as an Assistant Director Tehsil Sargodha with Benazir Income Support Program (BISP) since January 2011. Prior to this position, she worked as a Project Coordinator and then Program Manager with AGAHE. She also has experience of working as a Social Organizer with National Volunteer Movement. She had an exposure visit to Bangladesh to observe their water and sanitation management systems by Abt Associates for fifteen days.

Saqib Abbas: Independent Director



Mr. Saqib Abbas is a chartered accountant by profession and currently working as Chief Operating Officer in Medcare MSO. His Major responsibilities include Financial & Opertional Management, Budgeting & planning, Liaison with the Banks, Auditors & Rating agencies, ensuring compliance with regulatory framework and heading local and international procurements. He has different exposure in Audit, Compliance and Advisory. His expertise in financial reporting and system development have been central in further improving financial and operational transparency at JWS Pakistan.

Dr. Naveed Iqbal: Independent Director



Dr. Naveed Iqbal has been working as Professor at the Department of Business Administration, University of the Punjab Gujranwala Campus since January 2014. Prior to joining Punjab University, he worked as a Lecturer in Financial Accounting at the Lord Ashcroft International Business School, Anglia Ruskin University Cambridge, UK. He did PhD in Accounting from the University of Bedfordshire, UK.

He is a member of European Accounting Association (EAA), British Accounting and Finance Association (BAFA) and Higher Education Academy (HEA) UK. He is also working as approved HEC supervisor in the area of Management Sciences.

Farrukh Iqbal: Non-Executive Director



Mr. Farrukh has more than 37 years of experience in banking sector. He has worked on managerial positions with several financial institutions. His areas of expertise include financial operations, internal controls and strategic plans development. He is now an active board member of JWS Pakistan and playing important role in providing strategic guidelines to the institution.

Muhammad Shahid: Non-Executive Director



Mr. Shahid is an educationist by profession and has been running private institutions successfully. As member board of JWS Pakistan, he has introduced new aspects of social development in the financial services. He is also credited with developing outlines of training and institutional development activities.

Farzana Kausar: Non-Executive Director



Ms. Farzana Kousar is a proficient professional carrying more than 15 years of National & International experience in relationship management, administration, customer services, marketing, commercial & corporate banking. She is a motivated manager with an extensive career in financial services and a track record of driving sales and boosting company morale. She has won multiple best performance awards including international conventions in Indonesia, Thailand, Netherlands and Italy.

Muhammad Javed: Company Secretary



Mr. Javed is the Company Secretary of JWS PAKISTAN in addition, he serves as Manager Finance & Accounts. He is a post graduate of Haley College of commerce with thorough understanding of finance and accounting standards. He is also a certified director under code of corporate governance 2017 of SECP by ICMA Pakistan.

Senior Management

Ms. Warda Iqbal: Chief Operating Officer



Ms. Warda Iqbal is a dynamic and accomplished professional who serves as the Chief Operating Officer (COO) at JWS Pakistan. Ms. Warda has amassed around two decades of experience in the microfinance sector. Her remarkable career journey has been marked by a relentless commitment to creating positive change in the lives of underserved communities.

As the COO of JWS Pakistan, Warda Iqbal has made invaluable contributions to the organization's success. Her expertise lies in operational excellence, strategic planning and program management. She has played a pivotal role in expanding the company's outreach to marginalized communities across the Punjab province, ensuring that financial services and capacity-building initiatives are delivered effectively and efficiently.

Under Ms. Warda's leadership, JWS Pakistan has implemented innovative client-centric programs, facilitated financial access and fostered entrepreneurial activities at grassroot level. Her visionary approach to operations has contributed to the organization's impressive growth and impact.

Warda Iqbal is not only known for her operational prowess but also for her dedication to the welfare of clients, staff members and communities. She has overseen the development of programs aimed at improving financial literacy, women's empowerment and overall socio-economic well-being.

Mr. Jamil Anjum: Chief Financial Officer



Mr. Jamil Anjum is a distinguished financial professional serving as the Chief Financial Officer (CFO) at JWS Pakistan, a prominent non-banking microfinance company. Over his extensive career spanning more than two decades, Mr. Anjum has emerged as a leading figure in the microfinance sector. His contributions to JWS Pakistan have been nothing short of exemplary. As CFO, he has played a pivotal role in shaping the financial strategy and operations of the organization.

Mr. Anjum's expertise extends to financial strategy development, resource mobilization and regulatory compliance. Under his leadership, JWS Pakistan has successfully raised funds, forged strategic partnerships and developed innovative financial products tailored to the needs of underserved communities.

His commitment to ethical financial practices, compliance with regulatory standards and talent development within the finance team has solidified JWS Pakistan's reputation as a leader in the microfinance sector. Moreover, Mr. Anjum's dedication to measuring and enhancing the social and economic impact of microfinance has significantly contributed to the organization's mission of empowering communities and fostering positive change throughout Pakistan.

Mr. Imran Dhillon: Chief Business Officer



Mr. Imran Dhillon is a seasoned professional serving as the Chief Business Officer at JWS Pakistan, a leading non-banking microfinance institution. With a background in social development and an impressive career spanning over two decades, Mr. Dhillon brings extensive expertise in operations management and leadership to his role.

In his capacity as Chief Business Officer, Mr. Dhillon has made significant contributions to the growth

and success of JWS Pakistan. He has played a pivotal role in expanding the company's reach, developing innovative financial products and fostering strategic partnerships. His dedication to financial inclusion and empowerment has positively impacted underserved communities throughout Pakistan, aligning with the organization's mission.

Mr. Tahir Hussain: Manager HR



Mr. Tahir is an experienced HR professional serving as the Manager Human Resources at JWS Pakistan. With a background in human resource management and a career dedicated to talent development, he plays a crucial role in staff recruitment, capacity building and management.

Mr. Tahir has extensively contributed in shaping up the organizational culture and in drafting policies and procedures that have facilitated workforce. Furthermore, his dedication to building a skilled and motivated team has been instrumental in ensuring that the organization continues to thrive while fulfilling its mission of empowering communities through financial inclusion and capacity building.

Mr. Muhammad Javed: Manager Finance & Accounts



Mr. Javed is a dedicated financial professional serving as the Manager Finance & Accounts at JWS Pakistan. With a strong educational background in finance and accounting, Mr. Javed has built an impressive career specializing in financial management and accounts domain.

In his role, Mr. Javed is responsible for ensuring the financial integrity of the organization and reporting as per applicable accounting standards. He manages financial transactions, budgeting, reporting thus playing a vital role in the company's fiscal management. His meticulous attention to financial detail has contributed significantly to the organization's core values of promoting transparency and good governance.

Mr. Islam Gul: Manager IT



Mr. Islam Gul is a seasoned IT professional serving as the Manager Information Technology at JWS Pakistan. With a robust background in IT and a career dedicated to leveraging technology for social impact, Mr. Gul is a key asset to the organization.

In his role, Mr. Gul oversees the company's IT infrastructure, ensuring its reliability and security. He has played a pivotal role in the digital transformation of JWS Pakistan, enabling the organization to offer efficient and accessible financial services to underserved communities. His contributions have strengthened the company's technological capabilities, driving its mission of financial inclusion and socio-economic empowerment in Pakistan.

Mr. Nazir Ahmed: Manager Internal Audit



Mr. Nazir Ahmed is a diligent professional serving as the Manager Internal Audit at JWS Pakistan, a prominent non-banking microfinance institution. With a background in auditing and financial oversight, Mr. Ahmed brings a wealth of experience to his role.

Mr. Ahmed plays a vital role in ensuring the organization's financial integrity and compliance. He conducts thorough audits, assesses risk, and recommends improvements to internal processes. His meticulous attention to detail and commitment to best practices have bolstered the organization's financial transparency and accountability. Mr. Ahmed's contributions are essential in maintaining the high standards of governance and fiscal responsibility that underpin JWS Pakistan's mission of fostering financial inclusion and socio-economic development in Pakistan.

Mr. Khurram Hussain: Manager Compliance & Risk



Mr. Khurram Hussain is an accomplished professional serving as the Manager Compliance & Risk at JWS Pakistan. With a robust background in management consulting, Mr. Hussain has played a pivotal role in laying the foundations of compliance and risk department. Department under his leadership has developed a comprehensive risk framework and accompanied threshold levels to ensure effective risk management.

Mr. Hussain's expertise and dedication have been instrumental in fostering a culture of responsible operations, integrated risk management and informed decision making through effective surveillance in all the operational areas.

Mr. Nauman Maqsood: Manager Operations



Mr. Nauman Maqsood is serving as Manager Operations at JWS Pakistan, a leading non-banking microfinance institution. With a strong field background in operations management, Mr. Nauman brings a wealth of experience and expertise to his role.

In his capacity, Mr. Maqsood oversees the day-to-day operational aspects of the organization, ensuring the seamless delivery of financial services and capacity-building initiatives of the staff to serve the communities. His dedication to optimizing processes and enhancing customer experiences aligns with the organization's mission of fostering financial inclusion and socio-economic development in Pakistan.

Massages

Chairpersons Message

Dear Stakeholders, Partners, and Team Members,



I am honored to address you today as the Chairperson of JWS Pakistan, a beacon of hope and empowerment in the microfinance sector. As we reflect on the past year, I am delighted to share the remarkable growth indicators and socio-economic empowerment achieved by our organization in the 22 districts of Punjab province where we operate.

First and foremost, our financial performance has been nothing short of exceptional. Despite the challenging economic landscape, JWS Pakistan has not only maintained its financial stability but has also witnessed robust growth. Our portfolio quality remains strong, a testament to our commitment to responsible lending practices. We have successfully mobilized resources, forging strategic partnerships and securing funding to support our mission.

Our outreach to underserved communities has expanded significantly, thanks to the tireless efforts of our dedicated team. The number of clients served has grown steadily, and our financial products continue to meet the specific needs of these clients. This growth is not just numerical; it represents the improved financial well-being of thousands of families who now have access to credit, savings, and insurance products.

- **Socio-Economic Empowerment:** Our true measure of success lies in the socio-economic empowerment of the communities we serve. I am proud to report that our efforts have resulted in tangible, positive changes in the lives of our clients specially women.

- **Poverty Alleviation:** Through our loans and financial literacy programs, we have played a pivotal role in lifting many families out of poverty. Small businesses have flourished, leading to increased incomes and improved living standards.

- **Women's Empowerment:** Empowering women has always been a core focus of our work. I am pleased to announce that by the end of the year, our company had financed 163, 372 entrepreneurs. Economic activities of women have a far-reaching impact on the economic conditions of families by generating multiple jobs and creating addition avenues of revenue.

- **Job Creation:** The micro-entrepreneurs we support often create jobs within their communities. A study highlighted that on an average 2-3 jobs are created by every small-scale activity at the grass root level. This indirect impact on employment has been vital, especially in rural areas.

- **Education and Healthcare:** Improved access to financial resources has led to better education for children and access to essential healthcare services for our clients' families.

- **Community Development:** Beyond individual impacts, our presence has contributed to broader community development by providing much need cash for development. By the year end, JWS Pakistan had injected 9,527,825,000 rupees to provide resources for development.

Our achievements have been magnified through partnerships and collaborations with like-minded organizations, government agencies, and international investment partners. Together, we have expanded our reach, accessed additional resources, and tapped into expertise across various domains. Our partnerships have been vital in our efforts to empower communities effectively.

As we celebrate these outstanding achievements, let us also renew our commitment to our mission. Our work is far from over, and there are many more communities to empower. Together, we can continue to make a meaningful difference in the lives of countless individuals and contribute to a brighter, more inclusive future for Pakistan.

Thank you for your unwavering support, dedication, and belief in the transformative power of microfinance. Let us march forward with renewed vigor and determination, knowing that our efforts are making a profound impact on the socio-economic landscape of Punjab and beyond.

Warm regards,

Sabeeha Shaheen

Chairperson,

JWS Pakistan

Chief Executive Officer's Message

Dear Stakeholders, Partners, and Team Members,



Dear Stakeholders, Partners, and Dedicated Team,

It is both a privilege and responsibility to address you as the Chief Executive Officer of JWS Pakistan, an organization dedicated to changing lives and fostering positive transformation. As we reflect on our journey in Punjab province, I am thrilled to share the remarkable growth and transformation that our organization has achieved.

- **Growth Beyond Numbers:** Let's begin by acknowledging our remarkable financial growth, an all-time high active borrower base of 166,372 clients by the year end. Despite of the economic challenges we faced, JWS Pakistan has not only maintained financial stability but has also experienced robust growth. Our portfolio quality remains strong, reflecting our commitment to responsible lending practices. We've successfully mobilized resources, forged strategic partnerships and secured funding to support our mission. However, I want to emphasize that our growth goes beyond numbers. It represents the empowerment of countless individuals and communities. It stands for the micro-entrepreneurs whose businesses have thrived, the women who have become economically independent, the families with access to better education and healthcare, and the communities that have seen development and progress.
- **Process Improvement and Efficiency:** Our journey has also been marked by significant improvements in our internal processes and operations. We've embraced technology to enhance efficiency, streamline our services and reduce operational costs. Our commitment to process improvement ensures that we can serve more clients effectively and make the best use of our resources. We've also invested in the professional development of our team members, empowering them with the skills and knowledge needed to excel in their roles. The dedication and hard work of our team members have been pivotal in driving our growth and impact.
- **Gender Mainstreaming:** Gender mainstreaming has been a core focus of our work, and I am proud to say that we have made substantial progress in this regard. Empowering women is not just a checkbox on our agenda; it's woven into the very fabric of our organization. A significant proportion of our clients are women, and their economic empowerment is one of our proudest achievements. We've not only provided financial access to women but also invested in their financial literacy and entrepreneurial skills. The impact goes beyond individuals; it extends to families, communities, and, ultimately, society as a whole.
- **Improving Employment Facilities:** One of the ways we've transformed communities is by improving employment facilities. Through our support of micro-entrepreneurs and small businesses, we've indirectly contributed to job creation in the areas we serve. This is especially crucial in rural areas where employment opportunities are often limited. Our commitment to employment generation goes hand in hand with our mission to alleviate poverty. By creating job opportunities, we not only improve the lives of individuals but also enhance the economic prospects of entire communities.
- **Transformation at the Grassroot Level:** Perhaps the most profound impact we've had is the transformation at the grassroots level. With over 9.5 billion rupees injected in the rural economies, we've witnessed individuals who were once struggling to make ends meet becoming successful entrepreneurs. We've seen families move from living hand to mouth to securing a better future for their children. We've observed communities come together for development initiatives, improving local infrastructure and social cohesion.
- **A Vision for the Future:** As we celebrate our achievements, we must also look to the future. Our vision is one of continued growth, innovation, and impact. We are committed to expanding our reach in the adjacent districts of our operations during the year 2023-24. We will continue to invest in technology, process improvement, and the professional development of our team members to enhance our effectiveness.

I want to express my deepest gratitude to our dedicated team members, our partners, our clients and all stakeholders who have been part of this incredible journey. Your unwavering support, hard work and belief in our mission are the driving forces behind our success. Thank you for being part of the JWS Pakistan family. Let us continue to grow, empower, and transform.

Warm regards,

Qazi Shoaib Alam Farooqi

Chief Executive Officer,

JWS Pakistan

ACKNOWLEDGING PERFORMANCES

DEPARTMENTAL LIMELIGHT

>> Departmental Limelight
>> Bright Faces
>> Star Performers

INFORMATION TECHNOLOGY

In the fast-paced world of microfinance, technology has become the cornerstone of efficiency and sustainability. JWS Pakistan, a leading microfinance institution, recognized the importance of technology and established its Information Technology (IT) department to spearhead the development of an in-house Management Information System (MIS) and the automation of business and service processes.

Departmental leadership accepted the challenge and helped the organization in laying out an excellent information system developed using a modular approach. Here are salient features of this remarkable achievement;

- **In-House Developed MIS System:** One of the primary responsibilities of the IT department at JWS Pakistan is the creation and maintenance of a comprehensive MIS system. This in-house system is customized to meet the specific needs of the microfinance industry, aligning with the company's goals and objectives. By developing its MIS system, JWS Pakistan has achieved several critical advantages:
  - *Tailored to Microfinance:* The in-house MIS system is designed with a deep understanding of microfinance operations, ensuring that it seamlessly integrates with the unique business processes of the organization.
  - *Real-Time Data Access:* The MIS system offers real-time data access, enabling management and staff to make informed decisions quickly and accurately.
  - *Cost-Effective:* By avoiding the need to purchase expensive off-the-shelf software, the company has saved significant resources that can be redirected towards its mission.
  - *Business and Service Process Automation:* The IT department at JWS Pakistan has played a pivotal role in automating business and service processes, resulting in increased efficiency and customer satisfaction. Here are some examples of how automation has transformed the company:
  - *Loan Origination and Approval:* Through automation, loan applications can be processed swiftly, reducing the time borrowers have to wait for approvals.
  - *Customer Data Management:* Automation of customer data

management has made it easier to maintain records, monitor repayment schedules, and offer personalized services.

- **Risk Assessment:** Advanced algorithms and automated data analysis tools are employed to assess the creditworthiness of potential borrowers, making the process more accurate and efficient.

The Benefits of IT Initiatives

- **Enhanced Data Security:** The IT department at JWS Pakistan places a strong emphasis on data security and privacy. By developing in-house systems, the company has greater control over its data, ensuring that sensitive customer information remains protected from unauthorized access and breaches.
- **Improved Customer Experience:** Automation of various processes has enhanced the overall customer experience. Borrowers now experience shorter wait times, quicker loan approvals, and easier access to their account information, making JWS Pakistan a more attractive choice for microfinance services.
- **Data-Driven Decision-Making:** The MIS system developed in-house has empowered the management to make data-driven decisions. With real-time access to critical information, management can adjust strategies, manage risks and seize opportunities promptly.
- **Scalability:** The IT department's initiatives have made it easier for JWS Pakistan to scale its operations. The in-house MIS system can be adapted to accommodate growth and changes in the microfinance industry, ensuring long-term sustainability.

While the IT department at JWS Pakistan has achieved remarkable success, there are challenges and opportunities on the horizon:

- **Cybersecurity:** With the increasing reliance on technology, cybersecurity remains a significant concern. The IT department plans to continue investing in robust security measures to protect sensitive data.
- **Digital Inclusion:** The company aims to promote digital inclusion by making its services accessible to more individuals, even those in remote areas. The IT department will play a crucial role in bridging the digital divide.
- **Innovation:** Constant innovation is necessary to stay competitive and meet evolving customer needs. The IT department will focus on developing new features and services to maintain JWS Pakistan's position as a leader in microfinance.



It is impossible to work
in information technology without also
engaging in social engineering.

INTERNAL AUDIT

JWS Pakistan has taken significant strides to ensure the highest standards of transparency, efficiency, and ethical conduct. The Internal Audit department at JWS Pakistan is a critical wing in upholding these standards by establishing a robust internal control framework and fraud prevention system, guided by international best practices. This profile delves into the pivotal role played by the Internal Audit department in safeguarding the company's integrity and reputation.

The role of the Internal Audit Department:

- **Establishing Internal Controls:** One of the primary responsibilities of the Internal Audit department at JWS Pakistan is to develop and oversee the implementation of a strong internal control framework. This framework covers various aspects of the organization's operations, including financial management, risk assessment, compliance, and governance. The department achieves this through:
    - **Process Documentation:** Documenting internal processes to identify control points and streamline operations for maximum efficiency. Control Design and Implementation: Designing and implementing controls to mitigate identified risks and ensure adherence to best practices and legal requirements.
    - **Fraud Prevention:** The Internal Audit department plays a critical role in proactively preventing and detecting fraud within the organization. Its efforts to curb fraudulent activities include:
    - **Continuous Monitoring:** Implementing real-time monitoring and data analytics to identify unusual patterns or anomalies that may indicate fraudulent activities.
    - **Fraud Investigations:** Conducting thorough investigations when suspected fraud is detected, ensuring that those responsible are held accountable.
    - **Whistleblower Programs:** Encouraging employees and stakeholders to report suspicious activities, providing an avenue for anonymous reporting of unethical behavior.

The Internal Audit department at JWS Pakistan relies on international best practices and standards to guide its approach to internal controls and fraud prevention. Some of the key practices include:

COSO Framework: JWS Pakistan adheres to the Committee of Sponsoring



Evaluations of company’s internal controls, including its corporate governance and accounting processes.

Organizations of the Treadway Commission (COSO) framework, which provides a comprehensive approach to internal controls. The COSO framework emphasizes risk assessment, control activities, information and communication, monitoring, and control environment as key elements in establishing strong internal controls.

Key Initiatives of Internal Audit

- **Enhanced Accountability:** The Internal Audit department's work fosters a culture of accountability throughout the organization. By establishing internal controls and actively preventing fraud, employees understand the importance of ethical conduct and compliance with established policies.
- **Risk Mitigation:** Through international best practices and standards, the department identifies and mitigates risks effectively, ensuring the financial stability and long-term sustainability of JWS Pakistan.
- **Efficient Operations:** The control measures and process optimization introduced by the Internal Audit department lead to more efficient and streamlined operations. This benefits the company by reducing costs and improving resource allocation.
- **Reputation Management:** Strong internal controls and fraud prevention measures safeguard JWS Pakistan's reputation and credibility, instilling trust in customers, investors, and stakeholders.
    - Challenges and Future Directions
    - While the Internal Audit department has made remarkable progress, several challenges and opportunities lie ahead:
- **Technological Advancements:** The department stays up-to-date with emerging technologies and data analytics tools to keep pace with the evolving nature of fraud and internal control.
- **Training and Development:** Ongoing training and skill development for internal audit staff are essential to ensure they are equipped to address new and complex challenges effectively.

Acknowledging Everyone!

Mr. Amir Shakoor, From Junior Professional to Area Manager/ Key Trainer



My name is Amir Shakoor, hailing from Hafizabad, and I completed my MBA in 2012. My journey with JWS Company began on November 19, 2012, when I joined as a junior professional. In September 2014, I received a well-deserved promotion to the position of branch manager. Continuing this upward trajectory, I was further promoted to the role of an audit officer within the same organization in May 2017. This progression allowed me to gain a profound understanding of the company's history, challenges, strategies, and achievements, providing an invaluable opportunity to enhance my skills. The year 2018 brought another significant milestone as I was appointed as an area manager. During my tenure with the company, I have had the privilege to explore and cultivate my professional capabilities. Since 2018, I have faithfully discharged the responsibilities of an area manager, initially in Faisalabad for the first four years, and subsequently, I have continued in the same role in Gujranwala.

JWS Pakistan places an unwavering emphasis on customer satisfaction. Their dedication to comprehending and fulfilling the diverse needs of their clients is truly commendable. JWS Pakistan holds a particular position in my life and I feel proud in claiming that I am the part of the JWS Pakistan family and I am today because of the support of my seniors and JWS Pakistan management. I can never pay back what JWS Pakistan has done for me.

Mr. Zeeshan Hameed, from Office boy to credit officer



Mr. Zeeshan joined JWSP in 2018 as office boy. His education was only matriculation till then and he served in this cadre for one and a half year. During his service as office boy, he completed his intermediate and applied for credit officer job. His application was reviewed by the HR department with enthusiasm and was positively promoted to the credit officer rank.

During his working as credit officer, he kept on increasing his education and completed bachelors level study. His performance as credit officer is one of the best in his respective area and he is dedicated to complete his masters level education as well.

“I would like to thank all the management who have developed such a nice and caring culture of the company where all the employees feel ownership of the company.”

EMERGING TALENT

This section of emerging talent is an effort to acknowledge and appreciate our best performing staff members. The performance evaluation process is very transparent and carried out on technical parameters of both qualitative and quantitative nature. The finalists are again reviewed independently by the senior management to ensure un biasedness. This has given rise to a culture of respect and appreciation of work across the board. We are proud to present the comments and feelings of our top performers for the year 2022-23 and wish them all the best in their personal and professional lives.

Emerging Talent



Qaiser Sajjad
Area Manager

Mr. Qaiser is one of the most experienced area managers of JWS Pakistan having over 12 years of experience in the micro finance domain. He has bachelors of commerce (B. Com) with rich experience of working in diverse socio-economic conditions. “I would like to thank my seniors and entire management for selecting me among the well performing area managers for the year 2022-23.”

Mr. Azhar joined JWS Pakistan in 2014 as an internee officer at field level. This was his first job experience and he proved himself a talented and energetic team player. Soon after joining he got chances to grow his professional career and currently, he is one of the best performing area managers of the company. He is source of inspiration for many youngsters who have come to know about his success story.



Azhar Ali
Area Manager

A dedicated staff member
A case of hard work and dedication. From credit officer to area manager in just 8 years.



Mureed Hussain
CRM Officer

“I Joined JWS PAKISTAN in July-2017 as a Finance & Admin Officer and promoted to CRM Officer in 2019. Later on, I was given an opportunity and I joined the compliance and risk department. This further polished my analytical and risk management skills. I feel proud to be part of this caring department and great company. Most noteworthy, I can never pay back what JWS PAKISTAN has done for me.”



Shahmeer Mujahid
CRM Officer

“My name is Shahmeer Mujahid and I started my career with JWS Pakistan in 2018 as a Finance officer and was promoted as a CRM Officer later on. The Compliance and Risk Management department has further polished my skills and analytical capabilities.

“I joined JWSP as a finance officer & promoted soon after as Compliance & Risk Officer. I am humbled to be nominated as star performer of organization. The thing which gave me enthusiasm & firm determination to do my best for JWS Pakistan is its internal promotion mechanism. Further CRM Department polished my risk management skills to do best for company. I am very proud to be part of such a great company”.



Zeeshan Ilyas
CRM Officer



Muhammad Waqas
Branch Manager

“I am Waqas and I joined JWSP almost six years ago. My mentors and seniors extended all of their help and guidance in helping me grow my career as one of the best performing branch managers of JWS Pakistan. I would like to say that JWSP provides excellent working environment for all the employees regardless of their backgrounds”.

“I started my career at JWS Pakistan around 13 years ago as credit officer. Various trainings, orientation sessions and on the job training model helped me to quickly learn the skills to be an effective branch manager. During the tenure of my service, I have served in many branches of the company and this has enhanced my exposure and polished my skills”.



Rashida Ismail
Branch Manager

Gender Sensitivity
“I have never experienced gender related issues at JWSP. Culture of respect for women is a very positive aspect”.



Abid Hussain
Branch Manager

"I feel proud in claiming that I am part of the JWSP family for the last four (4) years. Joined as an internee officer and got promoted to the BM cadre. Apart from the excellent working environment and support of the seniors, the culture to promote internal staff at senior positions is very encouraging and motivating factor".

"There are couple of things that I think are trademark of JWS Pakistan. The first being the matchless confidence, internal promotion and trust level on the employees coupled with Eid bonuses, Annual bonuses, gratuity, EOBI, Health & Life insurance plans. I have been tasked to work in difficult working conditions but I did my best in all the situations. I am grateful for my nomination as star performer of the year."



Muhammad Farhan
Branch Manager



Asad Abbas
Finance Officer

"Joined JWS Pakistan as a finance officer after my B. Com in 2017. I would like to acknowledge that the company provided me best of the training and on job skill enhancement facilities to ensure that I have hands on expertise in the field of my work".

Mr. Sanawar Ali is one of the most talented finance officers currently working at JWSP. He is very energetic and loves to mentor and guide new staff members who join JWSP in the finance and accounts department".



Sanawar Ali
Finance Officer



Faisal Imran
Finance Officer

"I have been serving this company for the last two years as a Finance Officer. One of the many like factors of the company is the gender sensitive environment where female staff can easily perform their duties in a secure and conducive environment.

"I feel proud in claiming that I am a part of JWS Pakistan Family for the past two (2) years. Apart from the excellent working environment and support of the seniors. I believe that the reward package at JWS PAKISTAN is very unique and encouraging for the employees.



Amir Abbas Bukhari
Finance Officer



Asad Ali
Credit Officer

This was my first job experience and I feel lucky to have a chance of working with team of professionals. My trainings and on job mentorship were the key factors in quickly helping me to excel in my career. Furthermore, the provident fund and other facilities being provided by the company are not less than any government department".

"It was a great news when I heard that I have been selected as star performed in the credit officer's cadre. I Joined JWSP almost 3.5 years ago and during this tenure I had the chance to serve in number of branches with diversified operational tasks. I am proud that I am part of a very caring company".



Javeria Fatima
Credit Officer



Abrar Ahmad
Credit Officer

"I Joined JWS Pakistan right after my intermediate and since then I have seen rewards, respect and acknowledgement at every stage of my career from an internee to a credit officer. I recommend JWSP to all the fresh graduates who wish to work in the financial services industry".

"Joined JWS Pakistan as an internee officer and really liked the gender sensitive environment of the company. The support and guidance extended by the seniors have been a key element in my success and I would like to highly regard company management who have built up such a conducive environment".



Nazia Ilyas
Credit Officer



Hira Riaz
Credit Officer

"I have been working with JWS Pakistan for the last four years as a credit officer. I have completed my I. Com and looking to further enhance my educational profile. I have great hopes to excel further in my career with JWS Pakistan".

"I feel proud in claiming that I am part of the JWSP family for the past few years. Joined as an internee officer and got promoted to the Credit Officer level. I would like to state that the company is offering one of the best financial and non-financial services to the communities".



Munazza
Credit Officer

Quality of OTWs
"I really enjoyed the quality of OTW sessions at the start of my career. These sessions helped me in performing better at my job".



Handling Grievances for Internal & External Clients

External
Clients

JWS Pakistan, as a prominent microfinance company in Pakistan places a strong emphasis on customer satisfaction. Company has implemented an effective grievance redressal mechanism to address any concerns or issues raised by its customers. This mechanism ensures that clients have a reliable channel to voice their grievances and seek resolution in a fair and timely manner.

The grievance redressal mechanism of JWS Pakistan is characterized by its accessibility and transparency. Customers are encouraged to communicate their concerns through various channels, including in-person meetings, phone calls, emails, and dedicated grievance boxes located at their branch offices. This multi-pronged approach allows clients to choose the method that suits them the best.

Once the grievance is received, the company follows a well-defined process for resolution. Every complaint is logged, assigned a unique reference number and acknowledged within a specified timeframe. The customer is informed about the expected resolution period and efforts are made to ensure it is addressed promptly.

JWS Pakistan also maintains a dedicated customer service department tasked with investigating and resolving grievances. They work diligently to provide solutions and maintain regular communication with the customer until the issue is resolved to their satisfaction. Additionally, customers can escalate their complaints if they are not content with the initial resolution to ensure a fair and impartial review.

The company's commitment to a transparent and efficient grievance redressal mechanism not only helps in addressing customer concerns but also strengthens trust and confidence in its services. This dedication to customer satisfaction is an essential element of JWS Pakistan's mission in promoting financial inclusion and economic empowerment in Pakistan.

Internal
Clients

JWS Pakistan is a quality conscious company, therefore employs all available methods and processes to identify fault lines and take timely actions to address these in the larger interest of the company. JWSP is committed to the highest possible standards of honesty, excellence, consistency, compassion, fairness, integrity and accountability. The whistleblowing policy of JWS Pakistan encourages and enables all concerned to raise serious concerns within the company rather than overlooking a problem or 'blowing the whistle' outside.

The Policy applies to all employees and management and extends to every individual associated with the company including employees, contractors, suppliers and business partners.

The Whistleblowing Policy does not apply to employees' career related issues like promotions, transfers, relocations, trainings etc. for which separate procedure exist under the grievance management system.

Objectives of the Policy:

- Provide confidence to all employees and other associated individuals to question and raise concerns in the best interest of JWS Pakistan.
- To provide avenues for confidentially raising concerns about any ill practices and wrongdoing.
- To ensure existence of a mechanism that allows a whistleblower to monitor and where required, act against the unsatisfactory proceedings.
- To reassure a whistleblower for protection from possible reprisals or victimization.
- Provide courage to employees to highlight their own mistakes in the best interest of the company.

Being Impact Oriented

CASE STUDIES

CASE-1



Ruqayya Bibi

An Innovative Business of Computerized Garments Designing

Ruqayya Bibi's inspiring journey began nearly four years ago when she turned to JWS Pakistan for an enterprise loan. With determination and a vision for the future, she launched her computerized garment designing business. Ruqayya's business quickly gained recognition for its innovative designs, precision and attracted a growing clientele. The income generated allowed her to provide better education and healthcare for her family. With this new initiative, she was able to involve her husband and two sons and provide them a source of earning as well.

As her business flourished, Ruqayya hired 6 women from her community, thus contributing to job creation in her community. Ruqayya's success story exemplifies how microfinance can empower individuals to elevate their socio-economic status and change their misery into prosperity. Her journey is a testament to the transformative power of entrepreneurship and access to financial services, not only changing her family's life but also leaving a positive impact on her community.

CASE-2



Razia Ashraf

Razia Ashraf's Journey from a Parlor worker to owner of "Razi Garments"

Razia Ashraf, once a parlor worker, transformed her life with continuous lending from JWS Pakistan. With this support and her accumulated savings, she launched "Razi Garments," a thriving business in the local market. With her loan from JWSP, she purchased garments, cosmetics and other skin care items in demand among women to set up her small shop in the heart of the community center.

Being a women run shop; her shop quickly became a choice place for women to buy their required items. She emphasized on selling only quality products and never compromised on this aspect. She gradually kept on adding more variety of products and also kept on availing loan from JWSP to provide periodic boosts in her inventory items.

The loan empowered her family and improved their socio-economic profile. Her success story showcases how microfinance can break barriers and elevate socio-economic profiles, inspiring others to pursue entrepreneurship and economic self-sufficiency. With her new venture, she is able to add up to PKR 50,000 to the income of her family on monthly basis.

CASE STUDIES

CASE-3



Azra Bibi

Crafting Success with JWS Pakistan

Azra Bibi, a dedicated artisan, transitioned from crafting artificial jewelry on daily wage basis to becoming an owner of her business. The much-needed financing was availed from JWS Pakistan as well as by mobilizing her own savings.

Azra's loan enabled her to establish her own business of crafting artificial ornaments. With a keen eye for design and a passion for her craft, she quickly gained recognition for her unique creations and durable items. Her business flourished and the increased income allowed her to provide her family with a better quality of life. Her children gained access to improved education and healthcare, expanding their opportunities.

As Azra's business expanded, she hired local artisans, thus creating employment opportunities within her community. This not only empowered individuals but also boosted the local economy. Her journey is a testament to the transformative power of microfinance and its positive impact on her family's socio-economic profile.

CASE-4



Shahida

School Shoes for Prosperity

Shahida, a microfinance borrower of JWS Pakistan, embarked on an inspiring journey alongside her husband and sons. Together, they started their own manufacturing unit of school shoes. Their prior experience in this field helped them a lot in establishing their own setup.

Continuous financing from JWSP and mobilizing their own savings helped them in purchasing the required raw material and equipment. Prior links in the local and whole sale markets were crucial in getting consistent orders. Shahida stated that she never compromised on the quality and this helped in in building a strong brand image of their products in the markets.

Their business has not only provided a stable income but also the ability to ensure better education and healthcare for their family. With the additional loan, they plan to expand their production, increasing their income and employment opportunities for the local community. Shahida's success story reflects how microfinance can uplift families and communities by supporting small businesses. The loan's impact extends beyond financial growth, as it fosters hope and empowerment, strengthening their socio-economic profile and paving the way for a brighter future.



Environmental & Social Management

JWS Pakistan strives to be socially responsible and environmentally sensitive in all its business processes. The guidelines come from the social and environmental policy of the company. The policy has separate guidelines for development of products, financing services and treatment of staff as well as clients. The underlying objective of the policy is being sensitive in all the possible manners to limit the negative impact on society and environment as a whole.

Being a financial service provider, JWS has developed and maintained a list of businesses and trades that are considered bad for both the society and environment. Therefore, financing towards those trades and businesses is not carried out. Salient features of ESM policy are described below;

Policy Statement

"JWS Pakistan shall be sensitive and responsive towards environmental and social issues. These issues shall be effectively and efficiently managed in its own activities and through its interaction with its clients. The environmental and social issues may include but are not limited to the following cases";

Staff Treatment

- Be an equal opportunity employer.
- Meet the requirements of international labor laws and applicable Pakistani laws for the industry covering (sexual harassment, employment security, child labor, health & safety, bonded labor and leaves policy).
- Pay wages to employees and contractors that meet or exceeds the national minimum wage.
- Treat employees fairly in terms of recruitment, progression, terms and conditions of work and representation, irrespective of gender, race, color, disability, political opinion, age, religion, social or ethnic origin, or HIV status and expect contractors to do the same.

Dealing with Clients during provision of services

- Prevent financing in restricted list of business activities
- Assess the ESM risk from the client business and help them devise a plan to minimize and ultimately reduce the negative environmental and social risks.
- Ensure appropriate product design and delivery.
- Prevent over-indebtedness.
- Provide transparency for customers.
- Ensure responsible pricing.

- Ensure fair and respectful treatment of clients.
- Protect the privacy of client data.
- Develop a mechanism for complaint resolution.
- Advise clients on the types of health and safety risk that might occur in the portfolio & provide clear policies and guidance on these particular risks.
- Put in place a system for to review customers' economic activities to assess where health and safety risks might arise.
- Provide customers with advice on how to reduce these risks.

In relation to its Own Operational Activities

- Reduce energy wastage through encouraging staff to turn off lights, reduce their usage of the lifts.
- Recycle waste from its activities, including paper.
- Reduce traveling wherever possible without affecting operational performance.
- Develop a mechanism to support customers in improving the environmental impacts of their activities.
- Sensitize staff in these environmental issues so that they are able to identify where may be appropriate to turndown applications and where they can provide guidance to customers.

ESM at JWSP

JWSP is an environmentally and socially sensitive organization. It adheres to the strict measures to ensure that its financing does not have any negative impact on social and environmental domains.

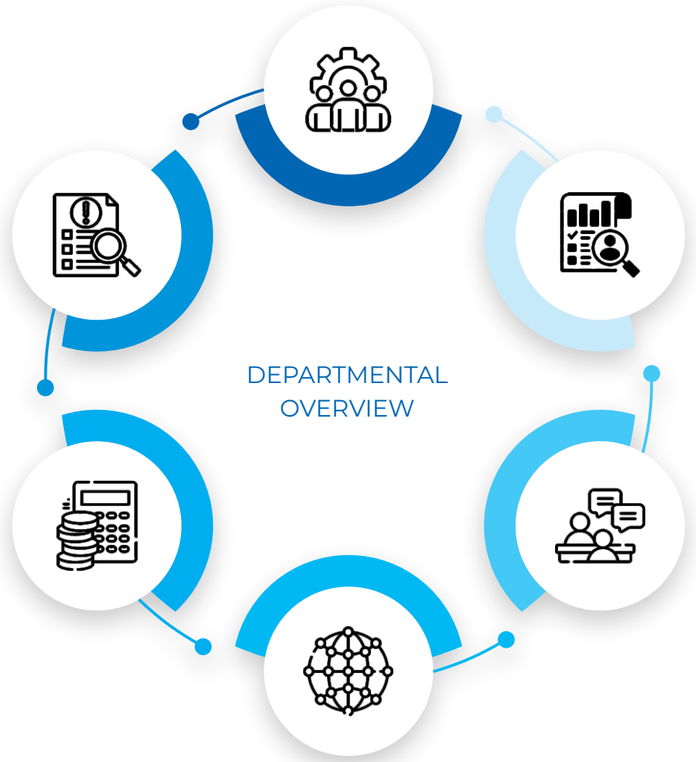


DEPARTMENTAL OVERVIEW

JWS Pakistan, a non-banking microfinance company, plays a pivotal role in driving financial inclusion and empowering underserved communities in Pakistan. The company's success hinges on its well-structured departments, each contributing to its mission in unique ways. A brief synopsis of key departments is given below;

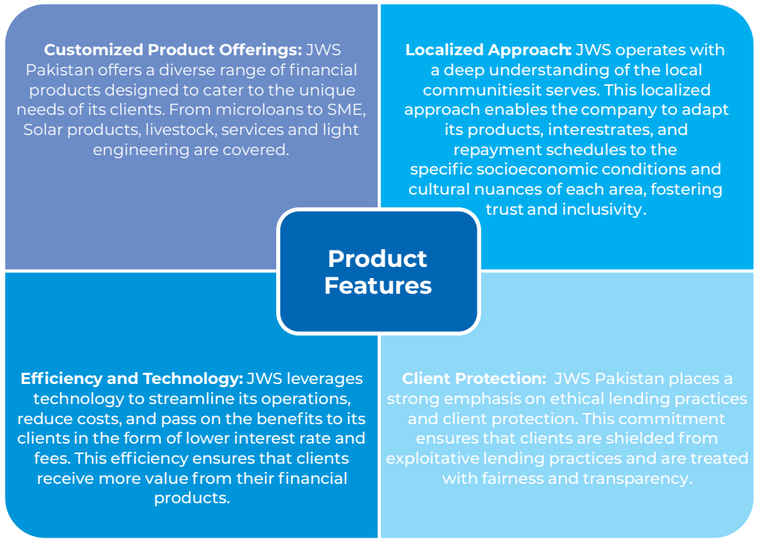
- **Operations Department:** Operations department is the largest by man force wise and is responsible for building and maintaining strong relationships with borrowers. They ensure that clients are served at their door steps and are well-informed about the company's services. Department employs a customer friendly approach and has been able to achieve above industry results in all its operational categories.
- **Compliance and Risk Management:** Compliance & risk management department uses risk management graduation model (RMGM) to systematically assess, analyze and report various risks to the management. Department works with an integrated approach and has strategically placed its resources to pick up early signs of compliance negligence's and potential risks to take evasive actions proactively.
- **Finance and Accounts:** The Finance and Accounting Department is responsible for managing the company's financial resources, ensuring transparency and regulatory compliance. They monitor cash flows, maintain financial records, and play a vital role in strategic financial planning.
- **Information Technology:** Information technology department plays a central role in providing the critical services of IT system, safety and security of the data as well as works seamlessly in enhancing the operational standards of the services and systems.
- **Human Resource & Institutional Development:** Department is tasked with fulfilling the staffing needs of the company to meet the exceptional challenges of the market. HRID department has been able to meet this challenge in a professional manner. Furthermore, HRID team also develops and implements training initiatives that empower clients with the necessary skills to manage their businesses effectively.
- **The Internal Audit Department** being an integral part of management team is adding value by improving organizations operations through furnishing top management with independent and objective analysis, appraisals, counsel, and information regarding the overall activities and significant issues.

These well-structured and interdependent departments are the backbone of JWS Pakistan, working cohesively to provide financial services to underserved communities, promote entrepreneurship, and elevate the socio-economic well-being of countless individuals and families across Pakistan.



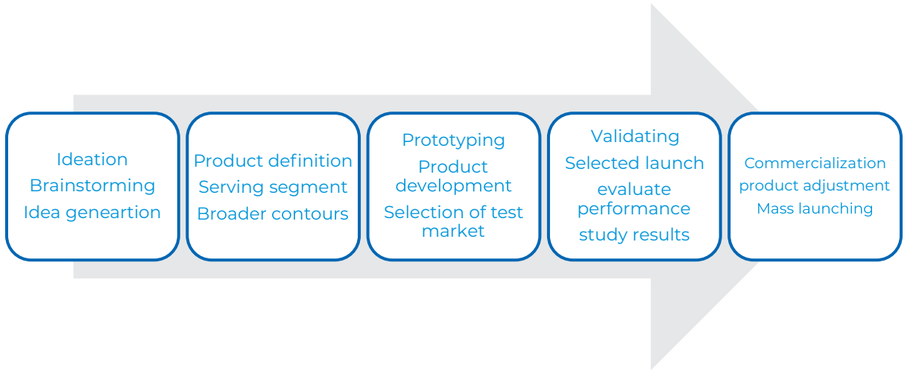
PRODUCTS
& SERVICES

JWS Pakistan distinguishes itself in the microfinance sector by offering financial products and services that are uniquely tailored to meet the specific needs of its clients while efficiently serving them. The real distinction comes through its client-centric approach. Unlike traditional lenders, JWS prioritizes financial inclusion, poverty reduction and ensuring that its products are accessible to those in need. This client-centricity is reflected in several key aspects:

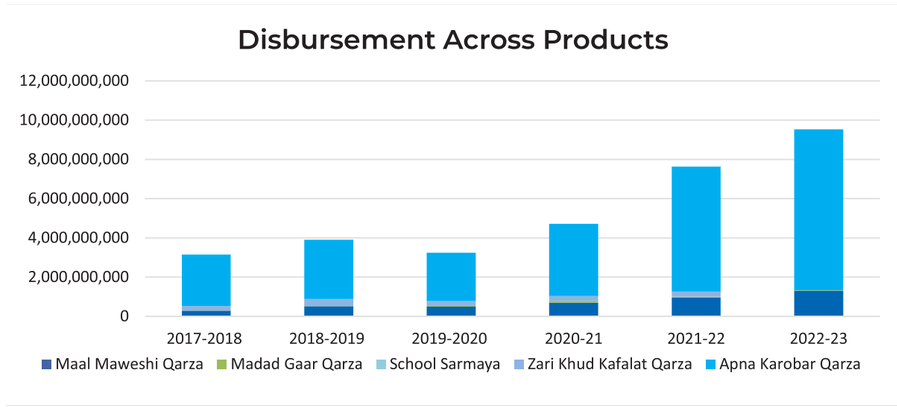


Overall, JWS Pakistan's financial products are distinct in their client-centricity, flexibility, and commitment to poverty alleviation. By efficiently serving its clients, the company plays a pivotal role in uplifting impoverished communities, fostering economic empowerment, and promoting financial inclusion across Pakistan.

This uniqueness has been achieved by a strenuous product development process that poses greater emphasis on testing and feedback system prior to rollout. This process is summarized below;



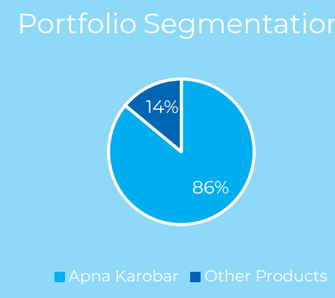
Over the period of the time, JWS Pakistan has expanded its outreach and presence in the rural and urban areas of the Punjab province. This has been made possible by offering demand driven products to the communities along with excellent non-financial services. The graph below highlights the steady growth of disbursement amount over the period of time under various operational products.



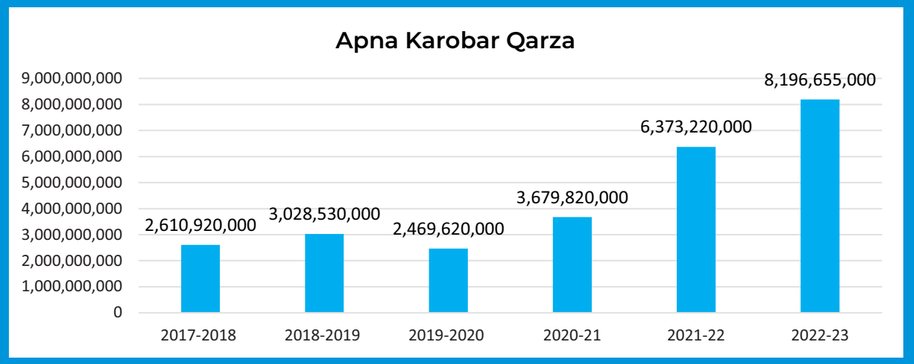
Note: The graph highlights the "Apna Karobar Qarza" to be the most popular product among the list of other products.

JWS PAKISTAN "Apna Karobar Qarza"

JWS Pakistan "Apna Karobar Qarza" is a product for low-income individuals undertaking income generating/business activities for a variety of purposes. Apna Karobar Qarza is a household loan provided for women in the fields of handicraft, manufacturing, trading or services activities etc. The loan range starts



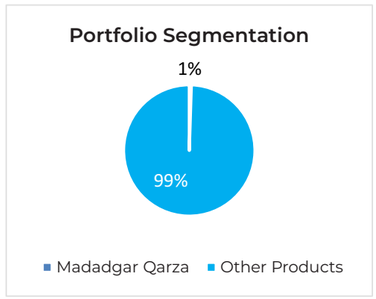
from PKR 30,000 and ends at PKR 100,000. This product is by far the most popular choice among the clients of JWS Pakistan. The chart below highlights increasing level of financing towards this product over the period of time.

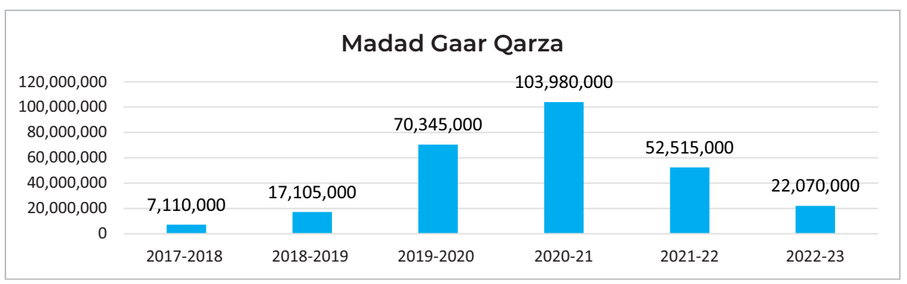


JWS Pakistan "Madad Gaar Qarza"

JWS Pakistan "Madad Gaar Qarza" serves the increased credit needs of clients, who want to expand their micro enterprises to increase sale and turnover. Loans are extended for enhancement of income patterns and to create the business activity through purchase of assets, stocks etc to boost the sale/production. The loan range starts from PKR 70,000 and ends at PKR 200,000.

The chart below highlights level of financing towards this product over the period of time.

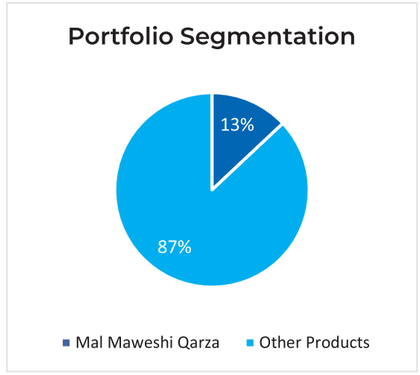


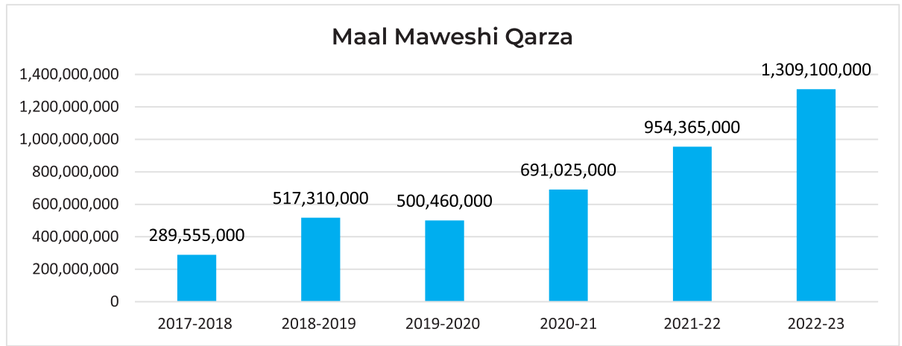


JWS Pakistan "Maal Maweshi Qarza"

Livestock animals (Maal Maweshi) are the integral part of our rural economy. Maal Maweshi Qarza is offered to farmers, especially women to help in purchasing milking animal as well as in managing fodder and allied supplies to run the small-scale dairy business at the household level. The loan range starts from PKR 30,000 and ends at PKR 200,000.

The chart below highlights increasing level of financing towards this product over the period of time.



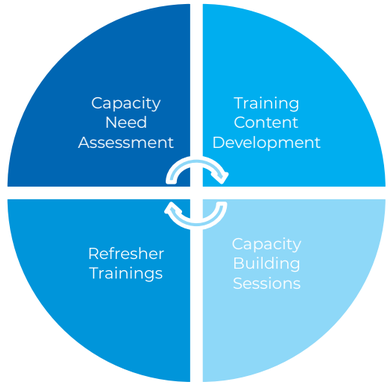


NEW PRODUCT CATALOGUE

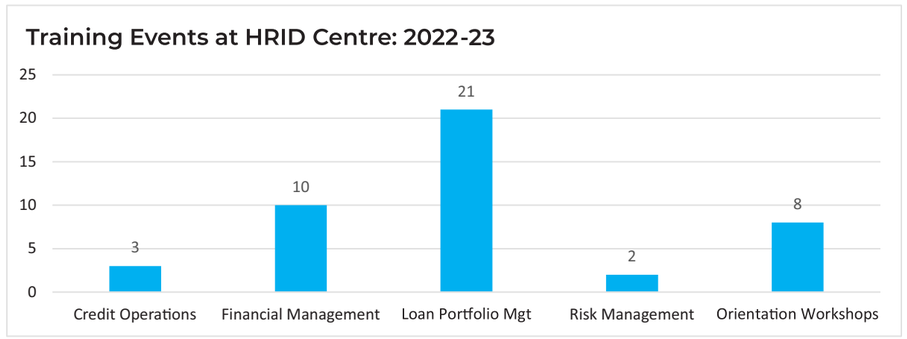
With expansion in new geographical territories, changing demographics and turbulent economic conditions, JWS Pakistan is performing an overhaul of its financial products and operational modalities. The new products being designed are in response to the emerging opportunities and also against the requirements of the communities we work with. This challenging task is in the final phase and the new products shall be actively offered from the 2nd quarter of 2023-24.

Human Resource & Institutional Development Centre HRID

Management at JWS Pakistan believes that in the equation to calculate the strategic advantage in the financial services industry, employees are the key variable to achieve the desired results. Therefore, JWS Pakistan follows a systematic process to improve employees' knowledge, skills, understanding, values, attitude, motivation, and capability necessary to perform well at work. This doesn't stop and keeps on revolving in a circular way to ensure that our staff stays atop in terms of their knowledge, attitude, values and ethics from the rest of the industry.



Company has established a dedicated unit by the name of human resource & institutional development (HRID) at the head office. The center is responsible for the capacity development and orientation related initiatives. During the year, the center played a crucial role and hosted a large range of training and capacity building initiatives including but not limited to the following;



Company has a culture of believing that employees are most important asset. This strategic importance has gradually helped the organization in emerging as employer of choice among the micro finance practitioners due to its staff focused incentives and wellbeing initiatives.

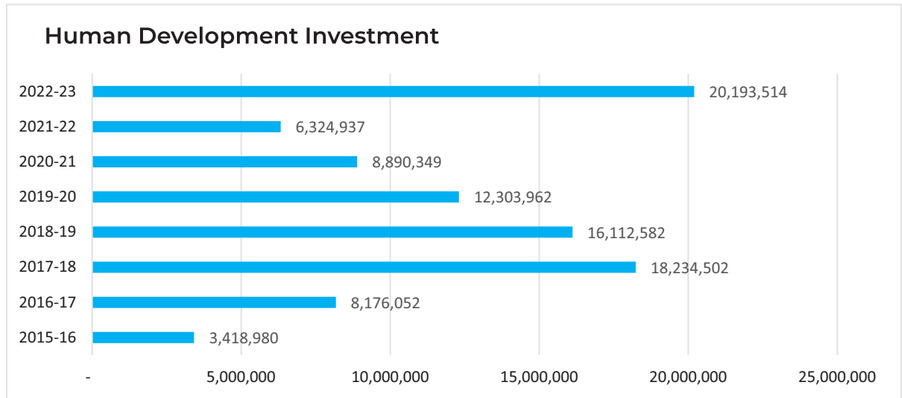
Furthermore, this gives them a profound influence on the policies that affect them and their enthusiasm for their work.

As an employer, JWS Pakistan is recognized for progressive policies such as competitive salary, bonuses, gratuity, provident fund, life and health insurance facilities. At JWS Pakistan, senior management works to ensure that employees are proud, feel valued and are actively engaged in the achievement of company's vision.

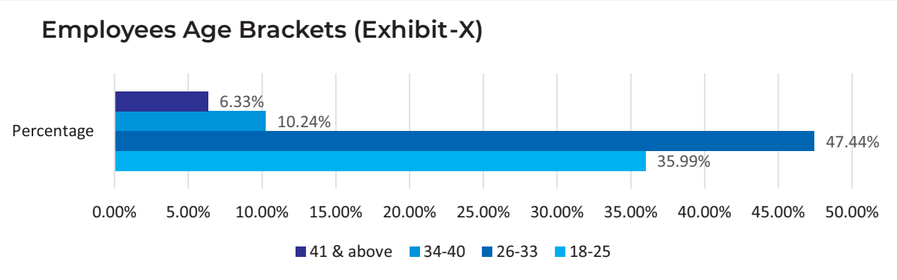
At JWS Pakistan, there are several initiatives that are geared towards enhancing and improving the staff capacity and capability towards various operational dimensions. The chart below highlights some of the unique tools and strategies being used to empower employees.



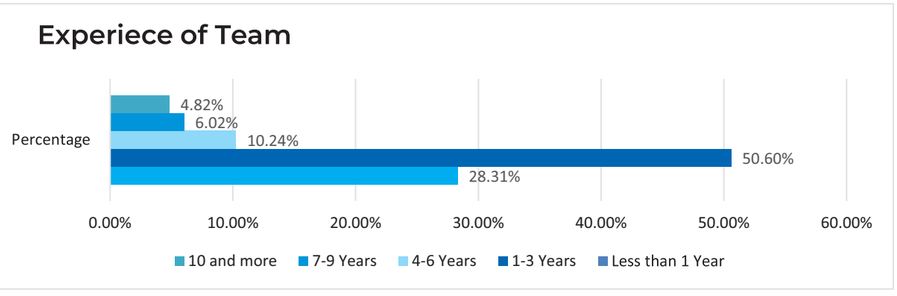
Furthermore, the following graph highlights the overall investment carried out by the company in designing various training events and programs to uplift and maintain staff competency.

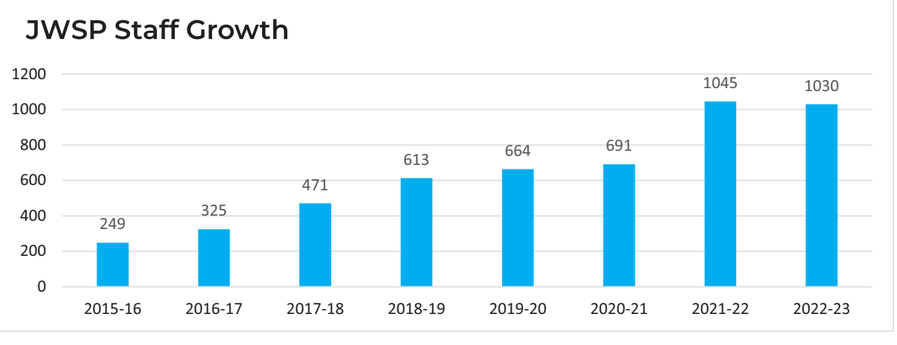


These training and capacity building efforts have been central in maintaining a diversified, talented and young workforce of over 1,030 persons. Following are the key demographics of the workforce;



Promoting Leadership: JWSP has an active mentoring program that allows more experienced and Innovative employees to give back by helping others to grow. It gives participants an opportunity to expand their personal networks, build confidence and prepare for future opportunities. The program works at various tiers and has been a key contributor in the team development.





Diversified Recruitment: JWS Pakistan has a formal employee diversity plan as part of the growth strategy. The plan demonstrates company's dedication to providing an atmosphere free from barriers that promotes equity and diversity. We celebrate and welcome the diversity of all employees, stakeholders and external personnel. It is the policy of JWS Pakistan to foster an environment that respects people's dignity, ideas and beliefs thereby ensuring equity and diversity in employment. Under this program, company was able to recruit employees from over 32 districts of Pakistan.

Building Future Leaders Growing the talents of future young leaders is one of the most important goals of JWS Pakistan. Board has a dedicated HR committee that actively foresees future needs in terms of leadership, required skill sets and approves strategies accordingly. Under this initiative, company has carried out succession planning for all the important tiers of management cadre.



INSTITUTIONAL PERFORMANCE

Performance Outlook

Outreach	Products	Self Sufficiency	People & Planet	Responsible Financing
Districts Covered (22) Upper Punjab Central Punjab Southern Punjab	Products Apna Karobar, Zari Khud Kafalat, Madad Gaar Qarza, Maal Muweshi Qarza	Recovery Rate 99%	Client Trainings (Women)	AML-CFT Compliance • Client Financing • Procurement • HR recruitment • Investor profiling
Operational Offices 110	Credit Plus Services Trainings, Linkages Development, Business Orientation	Client Retention Rate 57.7%	Financial Literacy Trainings	E-Verisys 100% of all the clients
Permanent Staff 1,030	Lending Range 30,000 - 200,000 PKR	Operational Self Sufficiency 134%	20 million spent to enhance staff capacity	Integrated Servers with NACTA for real time scanning.
Active Clients 166,372	Collateral Type Social	Financial Self Sufficiency 118%	Plants Distributed for Green Pakistan Campaign	NACTA Scanning • Clients • Guardian • Nominee • Guarantor • Beneficial Owner
Social Safety Nets	Health & Credit life insurance to protect clients against unforeseen risks	Strict compliance with over indebtedness prevention policy.	70% of portfolio in rural area.	Risk profiling of all the clients using a well-defined risk-based approach

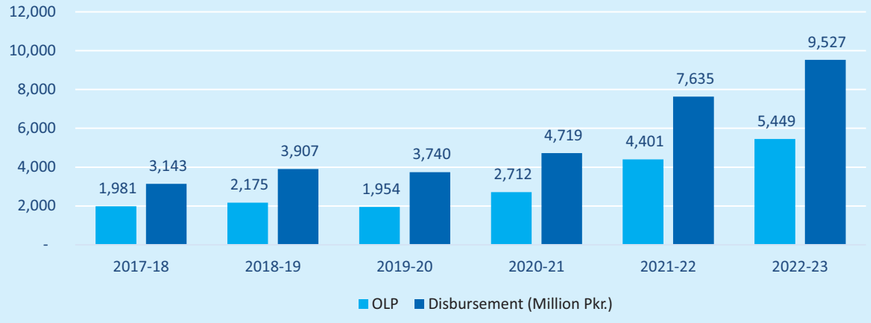
OPERATIONAL HIGHLIGHTS

JWS Pakistan boasts a robust track record of excelling in challenging scenarios, a success attributed to substantial investments in staff capacity and the provision of competitive incentives. The subsequent section delineates operational highlights pertaining to key performance metrics.

Taking into consideration the prevailing market conditions involving inflation and turbulent economic conditions, JWSP systematically progressed towards extending financial services across its operational domains. The overarching strategy aimed to maintain the overall growth trajectory, fortify existing avenues and adeptly confront the challenges posed by the economic conditions. This judicious adjustment of growth plans empowered the entire team to adeptly navigate the existing portfolio, yielding results that surpassed industry benchmarks. The historical growth trajectory over recent years is encapsulated in the graph below (Exhibit-1).

Furthermore, the growth trend underscores the widespread acceptance of both financial and non-financial services within communities. Illustrated in the chart below, the blue bars signify outstanding loan portfolio (OLP), while the red bars denote disbursements.

OLP vs Disbursment (Exhibit-1)



This portfolio has been maintained cleanly with portfolio at risk ration of below 1%. This clearly highlights commitment of our team as well as strong and productive client relationships. Both the OLP & disbursement targets were achieved in light of the revised growth plans approved by the core management.

Towards enhancing the client base, the closing figure was a new high i.e., 166,372 of the ongoing difficult macro-economic environment. This helped us successfully maintaining above 1% share of the overall micro finance market in Pakistan. Similarly, JWS Pakistan has gradually increased its average loan size up to PKR 57,245 keeping in view the business needs of clients and their regular requests.

Clients Growth Trajectory (Exhibit-2)

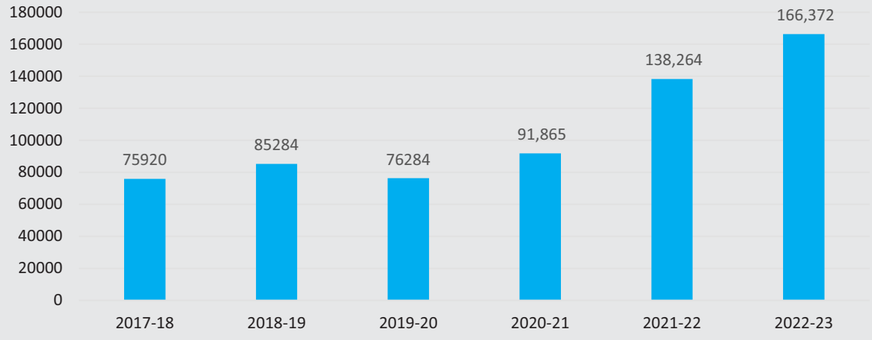
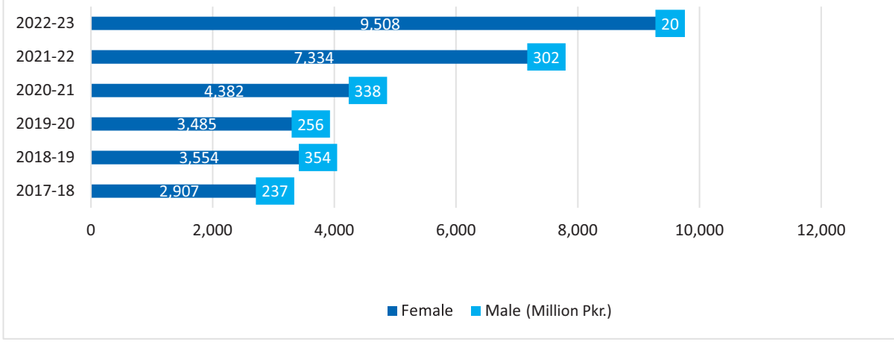


Exhibit-3 underscores JWS Pakistan's institutional mandate and inclination towards supporting women. This preference is driven by the recognition of women's capacity to contribute additional income to household economies and promote their own socio-economic empowerment. Additionally, the financing pattern is becoming more concentrated in rural areas compared to urban ones. This further affirms the company's commitment to fostering financial inclusion in the rural and underserved segments of society.

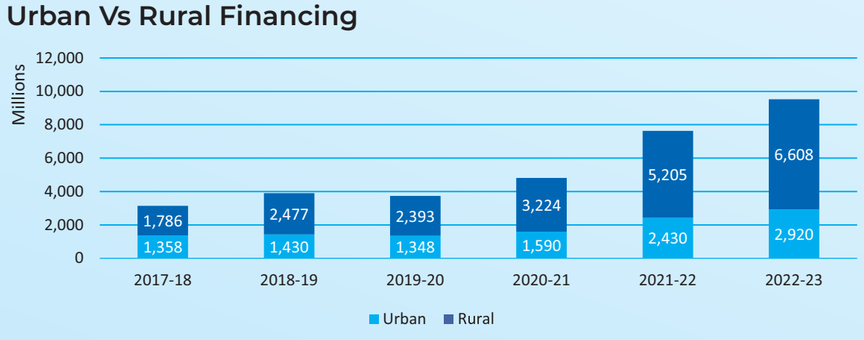
Gender Sensitive Financing (Exhibit-3)

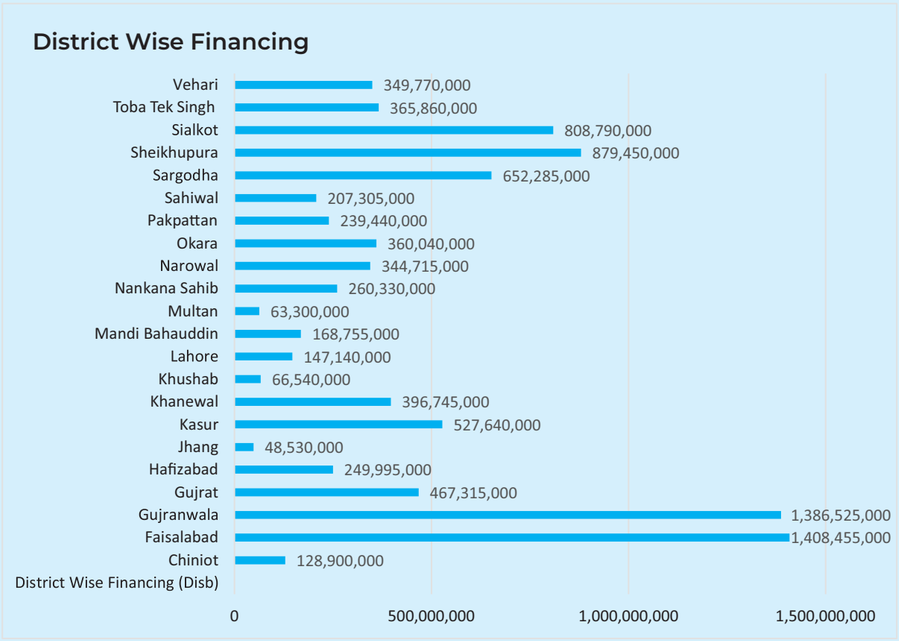


Portfolio Diversification

Portfolio diversification is a very crucial practice of safeguarding portfolio assets in case of any unforeseen event. The Compliance and Risk Department periodically revises portfolio diversification guidelines to maintain overall risk within a manageable range. When customers are unable to make deposits due to regulatory restrictions, portfolio diversification becomes especially crucial for non-bank microfinance institutions. Recognizing this significance, JWSP adheres to sound financial management principles to establish a robust foundation for diversifying portfolios across different geographical areas, economic sectors and products.



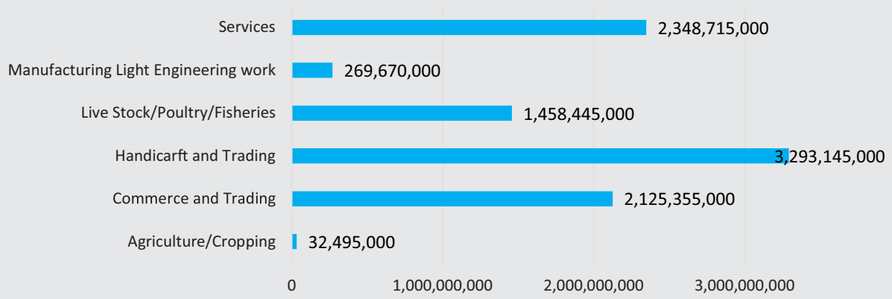




Diversification of portfolio across sectors, demographics and geographical boundaries has been a key strategy to enhance the safety of portfolio from external & internal shocks. This has led us to expand geographically in 22 districts covering around 50,000 square km. The uneven distribution of portfolio is due to the number of branches in each district as well as relative years of presence in that particular district.

Gujranwala being the hometown of the company has greatest share and contribution in the portfolio. Furthermore, none of the branch has more than 3% exposure of the overall portfolio as compared to around 6% during the last few years. This represents a well distributed portfolio across a wider geographical area.

Funding Across Sectors (Exhibit-4)

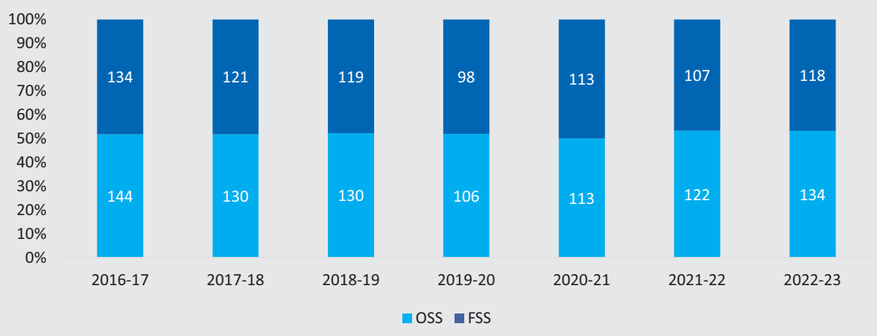


Geographical spread as well as diversification across the sectors are the two main strategies of portfolio diversification. This diversified investment across asymmetrical economic sectors proved to be very helpful in managing and absorbing the severe shocks of COVID-19 as well as economic shocks. Exhibit-4 summarizes the funding across the sectors that have local roots and their economic input and output streams are well integrated in the local economy. This selection of economic sectors is made at the product development stage that requires detailed economic analysis beforehand.

Furthermore, the sector selection is reviewed and scrutinized by the department of compliance and risk to ensure that it meets the overall risk diversification requirements of the company. The basic principle adopted to select the sectors is their relative correlation and non-correlation with key economic variables at a given point of time.

Based on the degree of correlation and non-correlation with key economic variables, strategic limits of financing are set across various sectors to ensure a balanced and well diversified portfolio.

OSS & FSS (Exhibit-5)



Operational self-sufficiency (OSS) measures the degree to which the organization's expenses are covered by its core business and is able to function independent of grant support. OSS (Exhibit-5) of the JWS Pakistan is positive and comparable to the industry standards. The recent improvement in the OSS and FSS are due to the positive growth trends and performance maintained during the year under review.

GLP/ Total Assets (Exhibit -6)

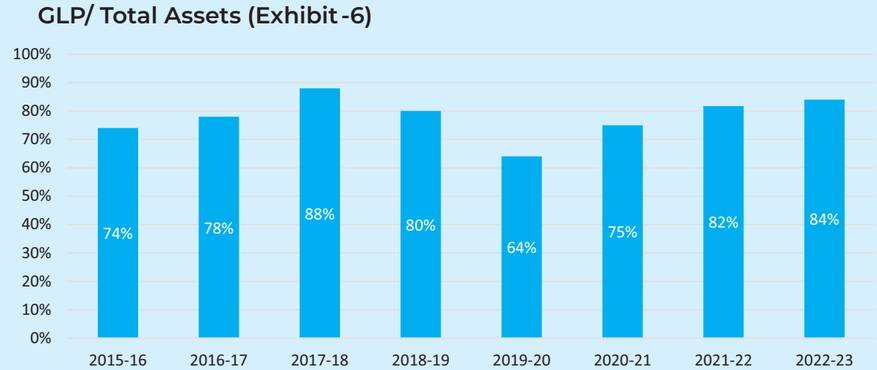


Exhibit-6, highlights the overall asset utilization rate of JWS Pakistan over the last few years. It is another very important indicator of highlighting the operational performance of the company. It compares gross loan portfolio of the company (GLP) with total asset base to present the ability of the company in utilizing the total assets in building up gross loan portfolio. A recent decline in the ratio was due to increasing focus of the company on social and environmental concerns as well as reduced disbursements as part of the COVID-19 strategy to manage the overall risk. However, right after the covid, situation is improving and ratio is gradually improving.

JWSP LIFE &
HEALTH INSURANCE

Health and life insurance are considered globally as must have facilities while working for the socio-economic uplift of the communities. Their importance stems from the fact that emergencies of health and life-threatening nature are very costly and end up putting debt burdens and eroding savings of the poor segment of the society. In this scenario the insurance products offer a safety net to help the family in the time of the crisis.

JWS Pakistan operates with a mission of helping communities in every possible manner. This has enabled us to offer some innovative and popular insurance services for our valuable clients. Company offers health and life insurance with following key objectives in mind;

- Reduces the chances of debt burden by covering the cost of healthcare
- Provides a safety net to cover client needs in emergencies
- Availability of better healthcare facilities with prominent hospitals in the panel.



Health Insurance

JWS Pakistan micro health care plan provides a reimbursement facility to their clients at all registered hospitals. Under this scheme a cover of PKR 30,000/ is provided at following in-patient hospitalization expenses. These expenses are payable subject to the admission in any hospital at least for consecutive period of 24 hours.

- Emergency care due to accidental injuries.
- Surgery and operation expenses.
- Room and board and ICU/CCU charges
- Physician, Specialist, Surgeon, Anesthetist, fee
- Medicine & Lab tests, Oxygen & blood supplies
- Any other reasonable and customary charges during hospitalization

Benefits Availed:

- 166,372 active health policy holders by the year end.
- 270 health claims processed.
- Amount of claims 1,782,002 PKR

Life Insurance

JWS Pakistan provides “credit life insurance” to all its borrowers to eliminate debt burden due to sudden death of the income earner. This scheme is launched with the partnership of EFU Life Assurance Company. The scheme is designed to provide valuable Life Insurance protection to the borrowers.

- Outstanding Amount of Principal Loan (Net of Interest) is paid by insurance in case of death.
- Total Permanent Disability (Accident & Sickness)

Benefits Availed:

- 166,372 active life policy holders by the year end.
- 666 Death claims
- Amount of claims 19.15 million PKR

ASPIRING TO BE AN EMPLOYER OF CHOICE

Perks & Benefits
JWS Pakistan

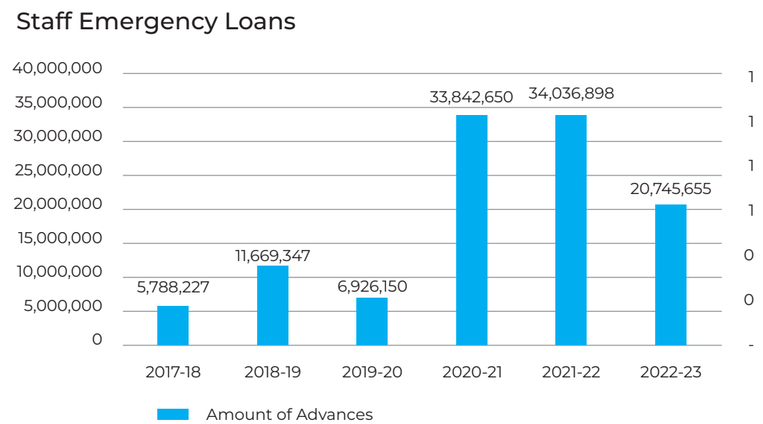
Staff Facilities & Benefits

JWS Pakistan has slowly and gradually embarked on a journey to evolve as an employer of choice. In order to achieve the desired results, company management has simultaneously started working on the key aspects of being an employer of choice;

Company Culture → Compensations → Reputation → Skill of Staff

Loan Facility

JWS Pakistan has offered loan facility to meet the investment and housing requirements of its staff members. The loan facility may be sanctioned as per need of the staff members and the amount carries no interest. The repayment tenure and schedule are also flexible and as per the convenience of the employee. Over the years, company has always strived to accommodate the requests forwarded by the staff. Graph below highlights the gradual enhancement of the loan facility to more and more employees in need of emergency funds.



Health Care Facility

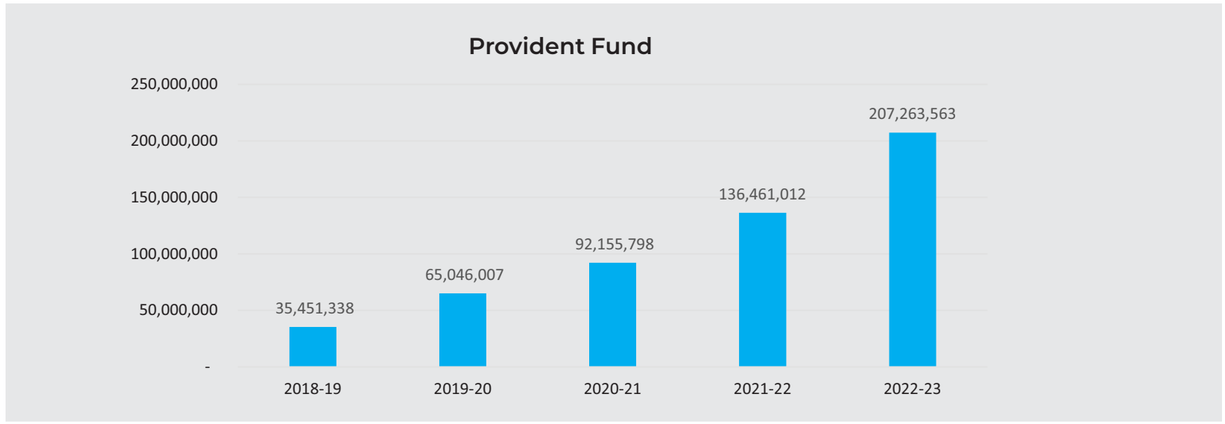
To ensure the trouble-free life of its employees and their dependents, JWS Pakistan has availed health insurance facility from EFU Alliance, a well reputed insurance company. Under the agreement JWS Pakistan has financed the health coverage of all of its staff member. These persons insured then cover their spouses and children. The coverage is very comprehensive and ranges from 50,000 to 300,000 per person insured per annum.

Advance Salary

JWS Pakistan has offered this facility of availing advance salaries of up to two working months to meet the emergency financing needs of its valuable employees. During the year under review, number of employees availed this facility and honorably met their need in timely manner.

Provident Fund

To secure the post-retirement life of employees, JWS Pakistan has complied with the applicable laws for employers and introduced provident fund. Both the employee and the employer contribute 8.5% of their monthly salaries in the fund. The fund is thein invested in some profitable schemes and profit margins are credited to the employees in the fund as per their contribution rations. Historical balances of the provident fund are given below;

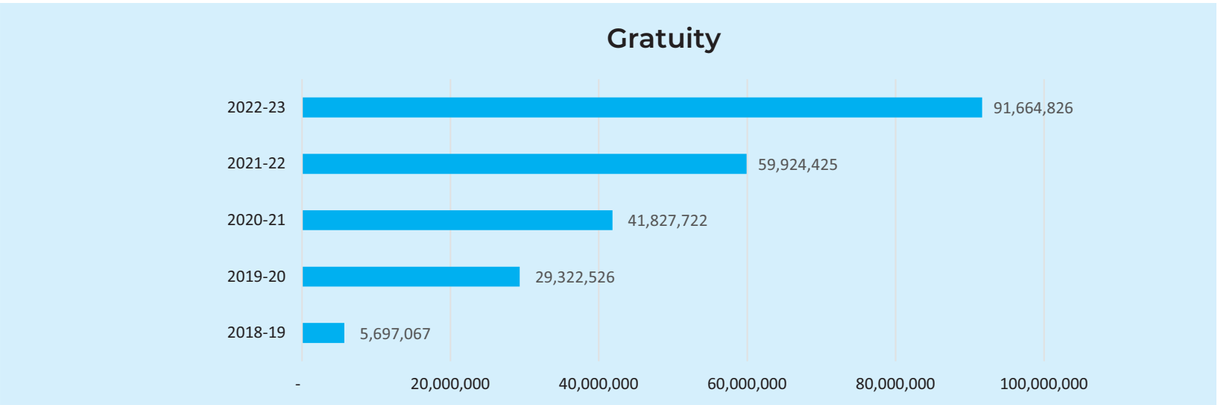


Employees Old Age Benefits (EOBI)

Under the employee old age benefit fund, JWS Pakistan contributes 5% of the monthly staff salary while the employee contributes 1% of his/her salary on monthly basis.

Gratuity Fund

Another benefit offered by the company to its staff in the form of gratuity fund. In this fund, JWS Pakistan contributes one monthly salary each year as a benefit and reward for the hard work of the employees. The amount so collected is then invested under the supervision of a guardian committee for the maximum benefit of the staff members. Historical balances of the gratuity fund are given below;

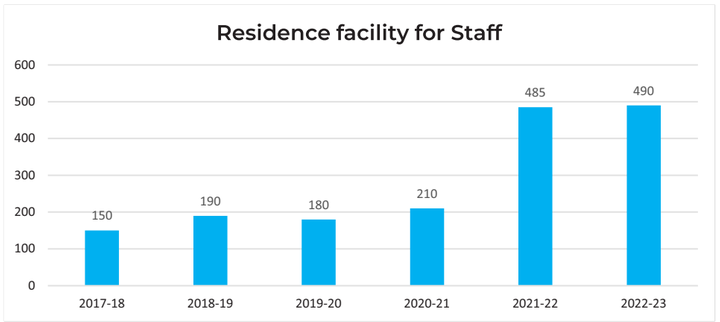


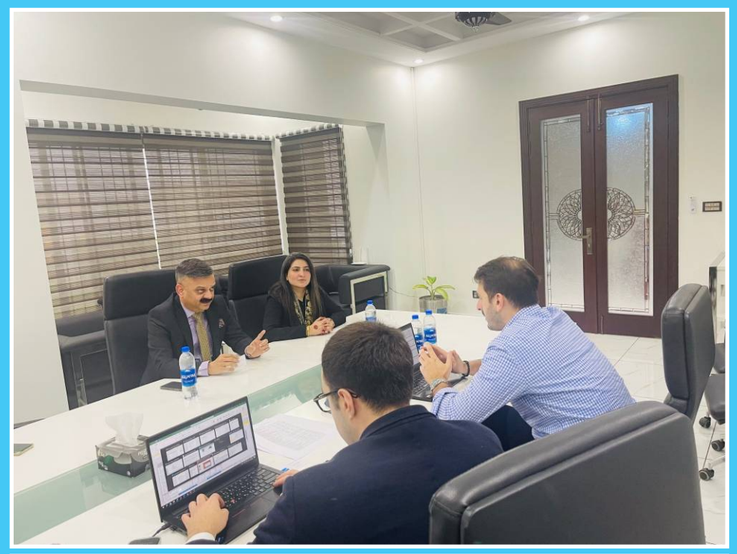
Day care Centre

Employee's welfare and care has been central at JWS Pakistan. To facilitate working mothers, a day care center has been established at the head office premises. By providing this facility of daycare center, company hopes to relieve its employees of their concern for children during their hours of work. The day care staff is trained in early childhood development so they understand each child's needs and nurture his growing skills accordingly.

Staff Accommodation Facility

JWS Pakistan serves its employees in every possible manner. Another such example is the staff accommodation facility being provided to out of station staff members. Over the period of time the level of facility being sanctioned to the staff is increasing.











INSTITUTIONAL COLLABORATIONS

Affiliations & Collaborations across the Globe:

Participation in national and international networks working for the betterment and uplift of the poor communities has been a passion at JWS Pakistan since long. This collaboration across the globe has helped us in learning new dimensions of performance as well as contribute towards the international best practices by sharing our own. JWS Pakistan has long been collaborating with following international networks regularly;

Banking with the Poor (BWTP)

Banking with the Poor Network (BWTP Network) is Asia's microfinance network that works towards building efficient, large-scale sustainable organizations, through co-operation, training and capacity building with the aim of achieving innovative, appropriate and demand-driven financial services for the poor. The Network is an association of a diverse range of microfinance stakeholders committed to improving the quality of life of the poor through promoting and facilitating their access to sustainable financial services.

Microcredit Summit Campaign

Micro credit summit campaign is a network of international micro finance companies working towards pre-established targets and agendas. JWS Pakistan has been actively participating in the campaigns to ensure provision of credit facilities to poor communities for self-employment and also helping in improving their purchasing power parity (PPP).

Mix Market

JWS Pakistan actively reports performance data related to social aspects of our services to the MIX Market on regular basis.This has been helpful in tracking the performance of micro finance services towards the social aspects of the development on the global scale.

Pakistan Microfinance Network (PMN):

PMN is a network of organizations engaged in microfinance and dedicated to improving the outreach and sustainability of microfinance in Pakistan. PMN acts as a disseminator of microfinance information with the aim of enhancing the scale, quality, diversity and sustainability of microfinance providers in Pakistan.

Member Punjab Microfinance Network (PMFN)

The idea is to gather institutes and organization working in Micro Finance sector for sharing their work. JWS Pakistan was one of the pioneer companies to establish Punjab Micro Finance Network (PMFN). Mr. Qazi Shoaib Alam Farooqi (CEO-JWS) was the first person to chair the network. The network is inclusive of organizations from the Punjab province in Pakistan.

Pakistan Centre for philanthropy (PCP)

JWS Pakistan got certification of Pakistan Centre for Philanthropy (PCP) in September, 2010 in recognition of its efforts for alleviating poverty from the country. Since then, JWS Pakistan is an active member of the PCP.

Social Performance Task Force (SPTF)

The SPTF is a global membership organization that works to advance social performance management (SPM) - a management style that puts clients at the center of every decision.

The Smart Campaign

The smart campaign is a global effort to unite microfinance leaders around a common goal: institute client protection in all that we do – to better serve clients and strengthen the microfinance industry.

Data Check

Data check caters to the specific needs of the industry, and provides additional fields relating to the individual's identity and loan information. Given that the typical loan period is one year, the payment history is limited to 12 months.

Creative Edge Solutions

Provides state of the art IT solutions and equipment to JWS Pakistan.

Investor Groups

Following are the key international and national investor groups providing required investments and support to JWS Pakistan. Their active financial and moral support has helped us in meeting all the challenges head on.

Pakistan Micro finance Investment company (PMIC)

Pakistan Poverty Alleviation Fund (PPAF)

Enabling Qapital

Allied Bank

Habib Bank Limited

Passion Reborn

symbiotics

Insurance Panel

JWS Pakistan has been very active towards minimization of risks faced by its staff as well as clients. To meet this objective, company has partnered with several insurance companies to cover the risks of health, income loss and loss of agricultural crops under various products. Following are the insurance companies engaged by JWS Pakistan under its various initiatives;

EFU Life Insurance

Saudi Pak Insurance (SPI)

Regulator, Auditors & Legal Advisors

Securities & Exchange Commission of Pakistan

The Securities and Exchange Commission of Pakistan (SECP) is the financial regulatory agency in Pakistan whose objective is to develop a modern and efficient corporate sector and a capital market based on sound regulatory principles, in order to encourage investment and foster economic growth and prosperity in Pakistan.

JWS Pakistan is licensed from SECP (as non banking finance company) as per the prudent regulations of State Bank of Pakistan for the micro finance organizations. Required regulatory supervision and foresight has been helpful in taking the industry forward.

Rehman Sarfraz Rahim Iqbal Rafiq & Co

JWS Pakistan has engaged the chartered accounting firm of very good repute. Established by a team of public accountants from leading international accountancy firms, Rehman Sarfraz Rahim Iqbal Rafiq & Co. is engaged in providing wide range of integrated solutions to a large portfolio of clients from a diversified activity segments within and outside Pakistan.

AzamChahdhary Law Associates

JWS Pakistan has engaged Azam Chaudhary Law Associates as its legal advisors. The associates in the Firm are specialized in civil, commercial and corporate law, World Trade Organization Agreements, and private and public international law. Additionally, the Firm has provided, and does provide, wider consultancy services in fields of expertise other than law. The Firm has been rendering its expert and specialized services mainly in the domains of Arbitration, Power Generation and Energy Laws, Banking and Financial Services, Corporate Affairs, Intellectual Property, International Trade and WTO Laws, Federal Board of Revenue (FBR) Taxes, IT/Telecommunication Laws, Environmental Laws, Insurance, Customs and Taxation, Franchises, Joint Ventures, Agency Advocacy, Penal Laws / Criminal Justice, Litigation, Trusts and Estates, Privatization, Project Advice, International Organizations and Embassies.

Assessments & Certification

Shore Bank International (SBI)

Shore Bank International (SBI) carried out institutional assessment of JWS Pakistan on behalf of Pakistan Poverty Alleviation Fund (PPAF). The objective of the assessment was to critically evaluate capacity of partner organizations for undertaking higher levels of micro finance operations. The assessment carried out by SBI covered the effectiveness of management layers, adequacy of organizational policies, procedures and their actual implementation in the field.

Based on the detailed review, a comprehensive institutional assessment report was prepared by SBI dually appreciating and highlighting effective management control and streamlined business process for undertaking additional responsibilities.

Truelift

Truelift is a global initiative to renew focus on the pro-poor objective of microfinance. Truelift is a trust mark – in microfinance and beyond – to signify commitment to positive and enduring change for people living in poverty. Truelift awarded certification to JWS Pakistan as “Aspirant” institution under its four milestones on the journey to better serve clients living in poverty.

Gallup Pakistan

Gallup Pakistan is the country's most respected opinion and socio economic research organization and is widely quoted in national and international media. Being an affiliate of Gallup International we have close collaboration with Gallup associates all around the globe and enjoy the benefit of drawing upon an international pool of knowledge. Gallup Pakistan conducted impact assessment of JWS Pakistan to measure the effectiveness and efficiency of the Micro Finance Program.

THE PAKISTAN CREDIT RATING AGENCY LIMITED

NL FY - 23 - 184

Mr. Qazi Shoaib Alam Farooqi
CEO
JWS Pakistan
Gujranwala

Confidential
Mar 28, 2023

JWS PAKISTAN
RATINGS | UPDATE

This is with reference to Ratings of JWS Pakistan. PACRA has updated its opinions, following are the respective details.

Opinion	Action	Rating				Outlook	Rating Watch	Opinion Type
		Long Term		Short Term				
		Current	Previous	Current	Previous			
JWS Pakistan	Maintain	BBB	BBB	A3	A3	Stable	-	Entity

Yours truly

(Jhangeer Hanif)
Chief Rating Officer

Encl: 1) Press Release
2) Report

The Pakistan Credit Rating Agency Limited [PACRA]
Awami Complex FB-1, Usman Block, New Garden Town
Lahore - 54600, Pakistan

TEL: 92(42)3586 9504
Fax: 92(42)3583 0425
www.pacra.com

Certification No: PCP-R2/2022/555

Seal of NPO Good Practice
Pakistan Centre for Philanthropy

Certifies

JWS PAKISTAN

For demonstrating excellence and leadership as per NPO evaluation standards notified by FBR

Executive Director
Shazia Maqsood Amjad

SECP

Securities and Exchange Commission of Pakistan
Licensing and Registration Division
Licensing Department

License No. SECP/LRD/18/JWSP/2022-31 **Islamabad, Sep 23, 2022**

LICENCE TO CARRY OUT
INVESTMENT FINANCE SERVICES
AS NON-BANKING FINANCE COMPANY

The Securities and Exchange Commission of Pakistan, having considered the application for renewal of license to carry out **Investment Finance Services** submitted by **JWS Pakistan** under rule 5 of the Non-banking Finance Companies (Establishment and Regulation) Rules, 2003, as amended through S.R.O.1002 (1)/2015, (the "Rules") and being satisfied that it would be in the public interest so to do, in exercise of powers conferred by sub rule (9) of rule 5 of the rules, hereby renews the license of **JWS Pakistan** to carry out **Investment Finance Services** subject to the conditions stated herein below or as may be prescribed or imposed hereafter:

i. **JWS Pakistan** shall comply with the Companies Act 2017, Part VIII A of the Companies Ordinance 1984, the Rules, the Non-Banking Finance Companies and Notified Entities Regulations, 2008 (as amended or replaced) and any directives, circulars, codes, notifications and guidelines issued by the Commission;

ii. License of Investment Finance Services granted to **JWS Pakistan** by the Securities & Exchange Commission of Pakistan shall be restricted to microfinancing only as a Non-Bank Microfinance Company.

iii. **JWS Pakistan** shall not be allowed to undertake any or all of the activities mentioned in Regulation 29 of the Non-Banking Finance Companies and Notified Entities Regulations, 2008 without prior approval of Securities and Exchange Commission of Pakistan; and

iv. The license is valid for a period of three years w.e.f. **October 20, 2022** and shall be renewable every three years as specified in the Rules.

(M. Mubbashar Hassan)
Director (LRD)

WOMEN LEADERSHIP and LEARNING are INDISPENSABLE to **EACH** OTHER.









On a team, it's not the strength of the individual players, but it is the strength of the unit and how they all function together.



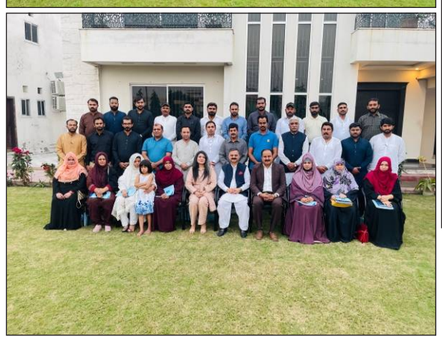






























“Success is not final,
failure is not fatal:
it is the courage to
continue that counts”



"A budget doesn't limit your freedom; it gives you freedom."



FINANCIAL STATEMENTS

JWS Pakistan

Financial Statements

Year ended 30 June 2023

Audited

Russell Bedford
taking you further

Rahman Sarfaraz Rahim Iqbal Rafiq
Chartered Accountants

72-A, Faisal Town,
Lahore - 54770, Pakistan.

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W: www.rsrir.com

INDEPENDENT AUDITOR'S REPORT

To the members of JWS PAKISTAN
Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of **JWS PAKISTAN** ['the Company'], which comprise the statement of financial position as at **30 June 2023**, the statement of income and expenditure, the statement of comprehensive income, the statement of changes in funds, 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 statement of income and expenditure, the statement of comprehensive income, the statement of changes in funds 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 30 June 2023 and of the surplus, other comprehensive income, the changes in funds 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.

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.

Information other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information included in the director's report, but does not include the financial statements and our auditor's report thereon.

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 material misstated of this other information, we are required to report that fact. We have nothing to report in this regard.

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 statement of income and expenditure, the statement of comprehensive income, the statement of changes in funds 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 **ALI RAZA JAFFERY.**

RAHMAN SARFARAZ RAHIM IQBAL RAFIQ
Chartered Accountants
Lahore | 30 September 2023

UDIN: AR2023107049PKdtfMy5

JWS PAKISTAN

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2023

	Note	30-Jun-23	30-Jun-22
		Rupees	Rupees (restated)
NON CURRENT ASSETS			
Property and equipment	6	176,985,104	167,367,884
Intangible assets	7	2,066,212	399,260
Long term advances	8	13,440,998	16,204,249
Micro-credit receivables	9	637,983	2,977,713
		193,130,297	186,949,106
CURRENT ASSETS			
Current maturity of micro-credit receivables	9	5,176,138,162	4,178,089,362
Service charges receivables	10	5,742,691	15,749,216
Short term investments	11	80,171,432	188,114,296
Advances, prepayments and other receivables	12	55,668,974	57,419,217
Advance income tax		27,090,986	26,405,883
Derivative financial asset	13	90,675,000	112,320,000
Cash and bank balances	14	822,676,924	615,615,490
		6,258,164,169	5,193,713,464
CURRENT LIABILITIES			
Employees retirement benefits	15	(298,928,389)	(196,385,427)
Accrued and other liabilities	16	(7,770,096)	(5,969,400)
Accrued interest	17	(263,625,137)	(131,283,067)
Current portion of non-current liabilities	18	(2,044,642,855)	(1,157,428,966)
		(2,614,966,477)	(1,491,066,860)
NET CURRENT ASSETS		3,643,197,692	3,702,646,604
NON-CURRENT LIABILITIES			
Long term finances	19	(2,649,457,250)	(2,983,953,005)
Deferred grant	20	-	-
		(2,649,457,250)	(2,983,953,005)
NET ASSETS		1,186,870,739	905,642,705
REPRESENTED BY			
FUNDS AND RESERVES			
Endowment fund	21	-	-
General fund		1,166,518,237	899,351,605
Special reserve fund	22	20,352,502	6,291,100
TOTAL FUNDS AND RESERVES		1,186,870,739	905,642,705
CONTINGENCIES AND COMMITMENTS	23		
		1,186,870,739	905,642,705

The annexed notes from 1 to 47 form an integral part of these financial statements.

QAZI SHOAIB ALAM FAROOQI
Chief Executive

Sabiha Shaheen
SABEEHA SHAHEEN
Director

RSRIR
for identification only

JWS PAKISTAN

STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 30 JUNE 2023

	Note	30-Jun-23	30-Jun-22
		Rupees	Rupees (restated)
Financial income			
Service charges on micro-credit loans		1,947,086,836	1,305,942,088
Loan processing fee		190,619,750	75,193,575
Total financial income		2,137,706,586	1,381,135,663
Finance cost	24	862,348,804	435,653,099
Gross financial margin		1,275,357,782	945,482,564
Impairment allowance for expected credit losses	36.2	72,275,839	124,168,234
Net financial margin		1,203,081,943	821,314,330
Administrative expenses	25	164,436,051	123,570,526
Program cost	26	788,184,146	580,375,334
		952,620,197	703,945,860
Operating surplus for the year		250,461,746	117,368,470
Notional interest		1,479,983	1,618,670
Other income	27	396,086,511	157,737,517
Other expenses	28	366,800,206	149,283,987
Surplus before taxation		281,228,034	127,440,670
Taxation	29	-	-
Net surplus		281,228,034	127,440,670
Operational Self Sufficiency Ratio	30	134%	122%

The annexed notes from 1 to 47 form an integral part of these financial statements.

QAZI SHOAIB ALAM FAROOQI
Chief Executive

Sabiha Shaheen
SABEEHA SHAHEEN
Director

RSRIR
for identification only

JWS PAKISTAN

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2023

	30-Jun-23	30-Jun-22
	Rupees	*Rupees (restated)*
Net surplus	**281,228,034**	127,440,670
Other comprehensive income	-	-
Total comprehensive income	**281,228,034**	127,440,670

The annexed notes from 1 to 47 form an integral part of these financial statements.

QAZI SHOAIB ALAM FAROOQI
Chief Executive

Sabiha Shaheen
SABEEHA SHAHEEN
Director

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JWS PAKISTAN

STATEMENT OF CHANGES IN FUNDS
FOR THE YEAR ENDED 30 JUNE 2023

	Endowment fund	General fund	Special reserve fund	Total funds
	Rupees	*Rupees*	*Rupees*	*Rupees*
Balance as at 01 July 2021 - *as originally reported*	-	785,615,204	-	785,615,204
Prior year adjustment	-	(7,413,169)	-	(7,413,169)
Balance as at 01 July 2021 - *restated*	-	778,202,035	-	778,202,035
Comprehensive income				
Surplus for the year - *restated*	-	127,440,670	-	127,440,670
Other comprehensive income	-	-	-	-
Total comprehensive income	-	127,440,670	-	127,440,670
Other transactions	-	-		
Transfer from general fund to special reserve fund	-	(6,291,100)	6,291,100	-
Balance as at 30 June 2022 - *restated*	-	899,351,605	6,291,100	905,642,705
Balance as at 01 July 2022	-	**899,351,605**	**6,291,100**	**905,642,705**
Comprehensive income				
Surplus for the year	-	**281,228,034**	-	**281,228,034**
Other comprehensive income	-	-	-	-
Total comprehensive income	-	**281,228,034**	-	**281,228,034**
Other transactions				
Transfer from general fund to special reserve fund	-	**(14,061,402)**	**14,061,402**	-
Balance as at 30 June 2023	-	**1,166,518,237**	**20,352,502**	**1,186,870,739**

The annexed notes from 1 to 47 form an integral part of these financial statements.

QAZI SHOAIB ALAM FAROOQI
Chief Executive

Sabiha Shaheen
SABEEHA SHAHEEN
Director

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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2023

	Note	30-Jun-23	30-Jun-22
		Rupees	Rupees (restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash used in operations	31	241,076,599	(1,005,974,935)
Payments for:			
Employees retirement benefits		(16,094,689)	(10,540,120)
Interest on long term finances		(652,631,814)	(325,345,012)
Interest on lease liabilities		-	(44,149)
Income tax		(685,103)	(140,661)
Net cash used in operating activities		(428,335,007)	(1,342,044,877)
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property and equipment		(35,775,092)	(50,864,301)
Proceeds from disposal of property and equipment		-	950,000
Purchase of intangible assets		(1,937,250)	-
Short term investments made		(80,171,432)	(264,677,508)
Short term investments redeemed		188,114,296	208,840,708
Return on short term investments		18,701,927	16,345,321
Interest received		35,350,507	12,511,078
Net cash used in investing activities		124,282,956	(76,894,702)
CASH FLOWS FROM FINANCING ACTIVITIES			
Long term finances obtained		1,345,000,000	3,016,125,000
Repayment of long term finances		(1,157,428,966)	(1,620,262,429)
Proceeds from settlement of forward contract		323,542,451	-
Payment of lease liabilities		-	(699,856)
Net cash generated from financing activities		511,113,485	1,395,162,715
NET DECREASE IN CASH AND CASH EQUIVALENTS		207,061,434	(23,776,864)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		615,615,490	639,392,354
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR		822,676,924	615,615,490

The annexed notes from 1 to 47 form an integral part of these financial statements.

QAZI SHOAIB ALAM FAROOQI
Chief Executive

Sabiha Shaheen
SABEEHA SHAHEEN
Director

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