

5045



AMENDMENT DEED OF AL MUSTAFA TRUST



In Principal Trust Deed No. 3515 dated 05-09-1998

Lt Col (R)
Obaid Ur Rahman
GM Administration
Al-Mustafa Trust Chaklala III Rwp.
Authorized Trustee / Secretary Executive Committee.

Secretary
Al- Mustafa Trust

Obaid Ur Rahman

Khalid Rashid Akhtar

Lt Col Obaid-ur-Rahman (Retd)
CNIC No. 17301-1339308-3

Brig Khalid Rashid Akhtar (Retd)
CNIC No. 37301-2304172-1

Secretary
Al- Mustafa Trust
Brig Khalid Rashid Akhtar
(Retd)

WITNESSES:-

1 Sajjad
Name. Muhammad Sajjad
CNIC No. 14301-4565284-3

2 Idrees Ahmed
Name. Idrees Ahmed
CNIC No. 37405-5597850-3

المطفي تروس بندر لکھنؤ، سیکرٹری ایگزیکٹو کمیٹی
سٹیشن DHA فیزہ خان پور 62 سٹریٹ نمبر 3-B - اسلام آباد
امینڈمنٹ ڈیڈ

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07/10/19

17301-1339308-3


Obaid Ur Rahman


Nisar Hussain
Stamp Vender L. No. 782
District Courts Rawalpindi

Presented for registration of Amendment Deed by Secretary Executive Committee
"AL MUSTAFA TRUST" **LT COL OBAID-UR-REHMAN** son of
ABDUR RAHMAN R/o **DHA Phase 2, House No. 62, St. No. 3-B, Islamabad**, which
was appointed vide Resolution passed on 16th March, 2019 by **BOARD OF**
TRUSTEES before me in the office of Sub Registrar, Rawalpindi on this 7th day
of Oct 2019 between _____ and 13/14 hours.


Authorized Trustee/
Secretary Executive Committee.


Obaid Ur Rahman
Lt Col Obaid-ur-Rahman (Retd)
CNIC No. **17301-1339308-3**
Lt Col (R)
Obaid Ur Rahman
GM Administration
Al Mustafa Trust Chaklala III Rwp.


SUB-REGISTRAR (U-II)
RAWALPINDI

Execution and completion of this Trust Deed has been admitted by the above said
executants who subscribe to and abide by all the terms and conditions set-forth in the
body of this Deed. The Executant is identified by M/S:-

WITNESSES:-


1 
Name. **Muhammad Sajjad**
CNIC No. **14301-4565284-3**

2 
Name. **Idrees Ahmed**
CNIC No. **37405-5597850-3**

The Witnesses are relied upon.

Authorized Trustee/
Secretary Executive Committee.

Obaid Ur Rahman
Lt Col Obaid-ur-Rahman (Retd)
CNIC No. **17301-1339308-3**
Lt Col (R)
Obaid Ur Rahman
GM Administration
Al Mustafa Trust Chaklala III Rwp.


SUB-REGISTRAR (U-II)
RAWALPINDI

These Bye-Laws are to be read in
conjunction with the Trust Deed
of Al-Mustafa Trust

AL-MUSTAFA TRUST (Bye-Laws)

Secretary
Al-Mustafa Trust
Brig Khalid Rashid Akhtar
(Retd)

AL-MUSTAFA TRUST (REGD)
BYE-LAWS (Restated)
(To be Read in Conjunction with Trust Deed)

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Preamble

1. Sequel to the approval of revised Trust Deed by the Council of Trustees and the Board of Directors (BOD) in their respective meetings, both held on 29 Dec 2018, a committee consisting of three members of Board of management was formed and tasked to review and revise the Bye Laws of the Trust conforming to the restated Trust Deed. These Bye Laws were presented before the Board of Directors. In exercise of the powers conferred upon the Board of Directors (BOD) under Sub Clause 21 of the Trust Deed of Al-Mustafa Trust (Regd), the BOD formulated and approved the following bye laws called "The Bye Laws of Al- Mustafa Trust (Regd) (Amended)", in its meeting on 16 Mar 2019. These Bye Laws will be effective from the same day.
2. **Bye Laws.** Mean the Bye Laws framed hereunder and any amendment (s) thereof, duly approved by the Board of Directors.
3. The Board of Directors (BOD) of Al Mustafa Trust, in exercise of the powers conferred vide clause 20 and 26 of Trust Deed, settle Bye Laws as given below and in succeeding paragraphs:-
 - a. Whereas a Trust named Al-MUSTAFA TRUST has been established with endowment in Pakistan and abroad.
 - b. And whereas the Trust Deed has been duly executed on September 5, 1998 and has also been duly registered with the Registration Authority under the provision of Trust Act, 1882 (11 of 1882), amended on 25th June 2005 and again on 29 Dec 2018, hereinafter called the Trust Deed.
 - c. And whereas the mission, objectives and strategic policy / concept of the Trust have been clearly described in Clauses 6 to 15 of the Trust Deed.
 - d. And whereas Clause 26 of the Trust Deed empowers the BOD to formulate the Bye Laws of the Trust to streamline the management and the affairs of the Trust.
 - e. And whereas the Board of Directors is satisfied with regards to the Restated Trust Deed and that it is now desirable to re-frame the Bye Laws of the Trust.
4. The Board of Directors, therefore, in exercise of the powers conferred by Clause 26 of the Trust Deed, settle Bye Laws given in succeeding paragraphs.

Broad Structure of the Trust

5. The broad structure of the Trust is based on Council of Trustees, Board of Directors, Board of Management and Executive Committee. The mainstay of the Trust remains its Trustees who, because of their voluntary services, become a stakeholder of the Trust and will be treated like shareholders.

Council of Trustees

6. Council of Trustees comprises of all the Trustees who serve as the electoral college for electing a Chairman, Vice Chairman and Board of Directors, who are responsible for overall functioning of the Trust, in line with its Mission and Objectives. Its major responsibilities include; selection of BOD, approval of accounts and approval of changes in the Trust Deed etc. Induction of new members meeting the criteria as mentioned in Para 5b of the Trust Deed, may be admitted in the Council of Trustees by the BOD, as and when deemed necessary.


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7. **Conduct of Election**

- a. Election for the Chairman of Board of Directors, Vice Chairman and Directors will be conducted after every five years, in the Annual General Meeting (AGM) of Council of Trustees. Details of AGM are covered in the Trust Deed.
- b. Every Trustee will have a single vote and will cast it for electing the Chairman, Vice Chairman and each Director separately.
- c. The Chairman, Vice Chairman and each Director of the board will be elected through majority votes.
- d. In case of a tie in the election of Chairman, the Patron shall have the casting vote. For remaining appointments including Directors, the Chairman shall have the casting vote.

8. **Annual General Meeting (AGM) of the Trust**

- a. AGM shall be presided over by the Chairman, or in his absence, by Vice Chairman or, in his absence, by one of the Trustees elected by the Council of Trustees from amongst themselves.
- b. An emergency meeting of the Council of Trustees may be called by giving three days' notice at the instance of the Chairman or where the majority of the Trustees demand such meeting.
- c. Quorum for a meeting shall not be less than one-third (1/3rd) of the total number of members (excluding Trustees residing abroad). Outstation Trustees may also attend the meeting via video link.
- d. The decisions in AGM shall be taken through a majority vote.
- e. In case of a tie, the Chairman shall have the casting vote.

Board of Directors (BOD)

9. The Trust will function under the Board of Directors headed by the Chairman, all elected by the Council of Trustees who will be responsible for overall performance of the Trust. Following rules will be applicable in this regards.
 - a. The Chairman / Vice Chairman and the Chief Executive Officer, by whatever name called, shall not be the same person.
 - b. The Chairman shall be elected subject to such terms and conditions and responsibilities as provided under Section 192 of the Act and these regulations.
 - c. The Board of Directors will comprise minimum of 10 and maximum of 25 members including minimum 20% female members (Preferably 33%).
 - d. Any Trustee on account of his education, experience, social services or any other outstanding abilities, contributions, etc., who can make meaningful contribution to the Trust, may be elected as Director in the Annual General Meeting of the Council of Trustees.
 - e. Every Trustee who is eligible and desirous of becoming a Directors shall apply on a proper membership form.
 - f. Not more than one Trustee in a family can be elected as Members BOD. For this purpose the family includes spouse, children, parents, real brothers/sisters, half/step brother/sister and step children/parents.
 - h. The directors will be required to confirm that none of them is serving as a director on more than five listed companies (excluding the listed subsidiaries of listed holding companies where applicable).
 - i. The BOD will approve rules / regulations and Bye Laws framed by respective committees and issue orders/instructions for running of the Trust affairs.


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10. Role, Responsibilities, Meetings, Tenure and other details of the Board of Directors are given in the Trust Deed. The BOD will steer the policies of the Trust through formation of various committees whose composition will be approved by the BOD. These committees are:-
- Audit Committee
 - HR Committee
 - Finance Committee
 - Formulary Committee
 - Fund Raising Committee
 - Procurement Committee
 - Any other Committee, as and when required.

Amendment(s) to the Trust Deed and Bye Laws

11. Amendment(s) proposed to a clause or clauses of The Trust Deed and Bye Laws shall be consistent with the Mission and Objectives of the Trust. No amendment(s) shall be valid unless passed by at least two third majority of the Board of Directors, present in a particular meeting, subject to ratification by the Council of Trustees in its subsequent AGM.

Administration of the Trust

12. The authority, control and overall responsibility of the affairs of the Trust shall vest in the Chairman, and subject to the Trust Act, 1882 (11 of 1882), and the Trust Deed, routine affairs and functioning will be managed and administered by the Chief Executive Officer (CEO) through various committees and appointments of the Board of Management (BOM).
13. **Board of Management (BOM).** The composition of the Board of Management (BOM) would be as under. It can however, be changed suitably as per requirements:-
- Chairman
 - Vice Chairman
 - Member Health and Medical Services
 - Member Finance
 - Member Administration
 - Member Coordination
 - Member Marketing
 - Advisors (Medical, Pathology, Finance, Audit etc.)
 - Member Legal Matters (as and when required)
 - Member Procurement
 - Member Fund Raising
 - Member IT & Media
 - PD Main Medical Center-Chaklala
 - Any other Member as deemed necessary for the administration and functioning of the Trust.
 - Secretary of the Trust.
14. **Executive Committee (EC).** The Trust will be administrated by an Executive Committee (EC) headed by the Chief Executive Officer, who will be responsible to administer all routine functions of the Trust. The EC may include any or all members of the BOM except the Chairman and the

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Secretary. The EC will have its own Secretary. In case of his absence, Member Administration will perform as Secretary (EC) as well. In addition to these members, all the Regional / Project Directors of Medical Centers and Dispensaries will also form part of EC. Details about meetings of EC are given in the Trust Deed.

15. **Trust Fund and its Management.** The details about the Trust fund, its management and bank accounts opening/handling have been elaborated in the Trust Deed. The Finance Management committee will be responsible to formulate, present and get the Financial Policy approval by the BOD and enforce the monetary discipline in line with the Government rules and instructions on the subject.
16. That Trust shall restrict the surpluses or monies excluding restricted funds, up to twenty-five per cent of the total income of the year: Provided that such surpluses or monies set apart are invested in Government securities, [National Saving Schemes, issued by the Central Directorate of National Savings] NIT units, a collective investment scheme authorized or registered under the Non-Banking Finance Companies (Establishment and Regulation) Rules, 2003, mutual fund, a real estate investment Trust approved and authorized under the Real Estate Investment Trust Rules, 2006, or scheduled banks.
17. In the event of dissolution, termination or winding up of the Trust, the funds and capital of the Trust, after meeting its liabilities including those of the donors, settlers and beneficiaries if any, may be transferred to another institution/Trust which has the approval of the competent authority or the Federal Board of Revenue or the Government of Pakistan with intimation to Federal Board of Revenue within three months. The BOD will take final decision in such a scenario and get it rectified in subsequent AGM of Council of Trustees.
18. In order to avoid the conflict of interest, a Trustee will not be eligible for award of a contract for construction, renovation, modification, supply of any kind of material etc. unless, such project / task is undertaken purely on voluntary basis without involving any monetary or other benefits to the Trustee.
19. No changes in the constitution, memorandum and articles of association, Trust deed, rules and regulation or bye-laws, as the case may be, shall be made without the prior approval of the Commissioner Income Tax Rawalpindi.

CHARTER OF DUTIES

20. **Chairman**
 - a. The Chairman will supervise the affairs of the Trust according to its mission, objectives and strategic policy.
 - b. To act as Chairman of the Council of Trustees, Board of Directors (BOD) and the Board of Management (BOM) of Al Mustafa Trust.
 - c. To act as Chairman of Al-Mustafa Charitable Trust U.K.
 - d. As Chairman BOD, will lay down policy guide lines for the administration of the Trust.
 - e. Will have the powers to invest and spend funds in profitable ventures or other projects of the Trust as recommended by the Finance Management Committee and approved by the BOD.
 - f. Will have the authority to enter into contracts of all types with regards to Trust affairs.
 - g. Appoint sub-committees, boards, and panels to perform special tasks as and when required.
 - h. To make efforts to generate resources through fund raising/other means for maintaining satisfactory financial health of the Trust.
 - i. Represent Trust in all important matters in government/ non-governmental/other organizations.

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- j. To make budget allocation to CEO for smooth functioning /operation of the medical Centers.
- k. To accord approval of investment/disinvestment of Trust funds on recommendation of Finance Management Committee.
- l. In addition to the above powers and duties, the Chairman shall be vested with the following specific powers in case of urgency i.e. whenever a meeting of the BOD cannot be held or there is no quorum at the meeting. However, in case of exercise of these powers the decisions will be subject to ratification by the Board of Directors at its subsequent meeting:-
- (1) To accord approval of annual or revised budget estimates of the Trust and performance reports of various offices/schemes.
 - (2) To accord approval of audited annual accounts.
 - (3) To accord approval of the investments in new ventures, schemes or establishments.
 - (4) To accord approval of dis-investment or disposal/closure of any of the existing establishment, scheme, office or project.
 - (5) To appoint or remove any official of the Committee or Trustee or Director and determine terms and conditions of such like appointments subject to its ratification in the subsequent meeting of BOD and AGM of Council of Trustees.
- m. Legal Functions. The Chairman shall be empowered to:-
- (1) Commence, institute, prosecute, defend, compound, settle, compromise, adjust, refer to arbitration, withdraw or abandon any legal proceedings by or against the Trust, Chairman or Secretary, Director or any employee of the Trust concerning the affairs of the Trust. Cause appearance to be made for and on behalf of the Trust in any Court or before any tribunal or any other officer in any action or proceedings or matters in which the Trust is interested to promote, safeguard or defend its interest.
 - (2) Authorize the Vice Chairman, the Secretary or any other member of Council of Trustees, BOD or BOM to sign the plaints, written statements, powers of attorneys and all other documents that may be necessary for the prosecution or the defense of the matter.

21. **Vice Chairman (VC)**

He will be responsible to Chairman/BOD for following:-

- a. Operate/manage, control and supervise the affairs of the Trust according to its mission, objectives and guidelines provided by the Chairman/BOD.
- b. Enter into contracts of all types with regards to Trust affairs with prior approval of the Chairman/BOD.
- c. Assist the Chairman in Fund Raising / Other functions.
- d. In the absence of Chairman, act as Chairman of the Trust/BOM.
- e. Oversee the functioning of CEO and in his absence perform as Acting CEO.
- f. Any other responsibility assigned by the Chairman/BOD.

22. **Chief Executive Officer (CEO)**

He will be responsible to Chairman, Vice Chairman and BOD for following:-

- a. Act as Chairman of Executive Committee (EC) and be responsible for the day to day administration and management of the Trust.
- b. Preside over all the meetings of the Executive Committee.
- c. Delegate powers, assign duties and ensure that all decisions and policies of the Executive Committee and Chairman/BOD are fully implemented.

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- d. Appoint, remove, dismiss or suspend the employees of the Trust, fix their qualifications and remuneration and lay down discipline code, keeping the Chairman informed about all such decisions in line with the approved HR Policy of the Trust.
- e. Ensure efficient Functioning of the Trust within the allocated budget.
- f. Monitor and ensure smooth functioning of all Urban & Rural Medical Centers / dispensaries.
- g. Enforce effective checks on accounts / property of the Medical Centers.
- h. As CEO, monitor the functioning of all the Regional Directors / Project Directors.
- i. Manage day to day functioning of the Trust through Member Administration, Member Coordination and other concerned Members / Advisors.
- j. Any other responsibility assigned by the Chairman, Vice Chairman and BOD.

The Committees

23. Audit Committee

The primary function of the Audit Committee is to assist the Board of Directors in oversee financial reporting, evaluate the internal and external audit processes; and assess the Trust's processes relating to its risk and control environment.

Its other functional responsibilities includes:-

- a. Recommending to the Board of Directors the appointment of external auditors approved by the Council of Trustees and shall consider any questions of resignation or removal of external auditors, audit fees and provision by external auditors of any service to the Trust in addition to audit of its financial statements.
- b. Determination of appropriate measures to safeguard the Trust's assets.
- c. Review of annual financial statements of the Trust, prior to their approval by the Board of Directors, focusing on major judgmental areas, significant adjustments resulting from the audit, the going-concern assumption, any changes in accounting policies and practices, all related party transactions, compliance with applicable accounting standards and regulatory requirements.
- d. Facilitating the external audit and discussion with external auditors of major observations arising from audit and any matter that the auditors may wish to highlight (in the absence of management, where necessary).
- e. Review of management letter issued by external auditors and management's response thereto.
- f. Ensuring coordination between the internal and external auditors of the Trust.
- g. Review of the scope and extent of internal audit, audit plan, reporting framework and procedures and ensuring that the internal audit function has adequate resources and is appropriately placed within the Trust.
- h. Consideration of major findings of internal investigations of activities characterized by fraud, corruption and abuse of power and management's response thereto.
- i. Ascertaining that the internal control system including financial and operational controls, accounting systems for timely and appropriate recording of purchases and sales, receipts and payments, assets and liabilities and the reporting structure are adequate and effective.
- j. Review of the Trust's statement on internal control systems prior to endorsement by the Board of Directors and internal audit reports.
- k. Instituting special projects, value for money studies or other investigations on any matter specified by the Board of Directors, in consultation with the Chairman, Vice Chairman and Chief Executive Officer and to consider remittance of any matter to the external auditors or to any other external body.

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- l. Determination of compliance with relevant statutory requirements.
- m. Monitoring compliance with the Regulations and identification of significant violations thereof.
- n. Review of arrangement for staff and management to report to Audit Committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters and recommend instituting remedial and mitigating measures;
- o. Consideration of any other issue or matter as may be assigned by the Board of Directors.

24. **Human Resources (HR) Committee**

The primary function of the Human Resources Committee is to monitor, evaluate, and make decisions on behalf of the Board with respect to policies and strategic matters related to human resources of the Trust. Its functional responsibilities includes:-

- a. Lay down general rules for employment of personnel required for smooth functioning of the Trust.
- b. Review, issues and keep updated HR policy, duly approved by the BOD.
- c. Maintain an organogram of the Trust at each level of Medical Facility.
- d. Lay down policy guidelines regarding all disciplinary matters including, leave, discharge etc. for all the employees of the Trust.
- e. Maintain comprehensive organization, Personal/equipment/vehicles of the three tiers of medical facilities, duly approved by the BOD.
- f. Periodically review and recommend the salary framework of the employee.
- g. Ensure that employees are fairly rewarded for their individual contributions to the Trust's overall performance.
- h. Issue orders for disciplinary committee and courts of inquires as and when required.

25. **Finance Committee (FC)**

The role of the Finance Committee is primarily to provide financial oversight for the Trust. It includes budgeting and financial planning, financial reporting, and the creation and monitoring of internal controls and accountability policies. The President FC serves as the principal liaison between the committee and the full board. Working with the staff leader sets an agenda for each committee meeting and ensures that handouts and reports are prepared and provided to the members of BOD in advance.

The functional responsibilities of the Committee includes:-

- a. Be familiar with, evaluate, recommend and review periodically the Trust's annual budget.
- b. Make sure funds are only expended for carrying out Trust's objective.
- c. Oversee cash flow and other money management issues.
- d. Flag potential problems like:
 - i. Income and expenditure gap
 - ii. Timely fundraising recommendations
 - iii. Identify unnecessarily high expenditures
 - iv. Review growth and expansions and its financial affect
- e. Serve a leadership role in design, documentation, implementation and monitoring of appropriate internal control procedures for all financial transactions.
- f. Approve opening of new bank accounts of the Trust, determining, authorizing and updating bank account signatories as well as overseeing all legal and governmental filing obligation within deadlines.
- g. Design, documentation, implementation and monitoring of investment policy detailing the objectives of the investment portfolio, guidelines on the asset allocation of the portfolio based on

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a predetermined level of risk tolerance, authorizations for executing transactions, disposition of earned income, etc.

26. **Formulary Committee**

- a. Update AMT formulary in accordance with Ministry of Health instructions of deletion/addition of medicines, keeping in view the primary health care responsibilities of the Trust.
- b. Keep the BOD updated about the significant aspects of formulary.
- c. Disseminate required instructions to Purchase Committee and the CEO.

27. **Fund Raising Committee**

- a. Launch effective and appealing Fund Raising campaigns.
- b. Explore new and fertile areas for Fund Raising.
- c. Formulate comprehensive plans for fund raising to meet the various expenses of the Trust.
- d. Prepare and issue fund raising program in consultation with Chairman / Secretary of the BOD.

28. **Procurement Committee**

- a. Formulate comprehensive procurements policy duly approved by the BOD, abiding by the established norms, rules and regulations ensuring transparency of the process.
- b. Compile, sift and arrange procurement of monthly running stores including stationery, medicines and other expendable stores in coordination with the procurement section of the Trust / Member Procurement.
- c. Keep the Council of Trustees and BOD updated on significant aspects of Procurement.

Board of Management (BOM)

29. **Member Planning and Development**

- a. To plan expansion program of the treatment facilities of AMT i.e. Medical Centers/Dispensaries on annual basis and present Execution Plan to the BOD at beginning of the financial year.
- b. To carry out feasibility study of offered sites keeping in view the objectives of Al-Mustafa Trust, obtain approval from the Chairman and issue directives to all concerned accordingly.
- c. Plan effective utilization of Endowment Fund.
- d. Accompany Chairman and or any other Trustee to participate in fund raising functions within the country and abroad.
- e. To integrate network of Medical Centers and Dispensaries/Mobile Clinics in such away down to district level that maximum coverage and AMT representation is available.
- f. To coordinate AMT medical facilities with other health programs/functions both in public and private sectors, aimed at integration of public/private sector facilities where possible to improve/enhance scope of primary health care.
- g. To assist Regional and Project Directors in arranging awareness programs in their respective areas and Medical Centers.
- h. To ensure that the Medical Centers and Dispensaries are established on participatory approach basis with added emphasis on local Management Committees, especially in the rural areas.
- i. Follow graduated and sustainable expansion strategy for development of facilities i.e. Medical Centers/Dispensaries.
- j. Define development parameters of operational paradigms of AMT facilities i.e. Signatures Centers, Medical Centers and Dispensaries (static/mobile)
- k. Assist the Chairman and VC in monitoring the activities of Trust.

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- l. Carry out any other assignment assigned by the Chairman and VC.

30. **Member Administration**

Member Administration is responsible to CEO for the following:-

- a. Issue policies regarding all administrative aspects of the project (s) undertaken by the Trust.
- b. Lay down general rules for employment of personnel required for smooth functioning of the Trust.
- c. Assist HR Committee to prepare, issues and keep updated HR policy.
- d. Implement the policy regarding all disciplinary matters including, leave, discharge etc. for all the employees of the Trust.
- e. Provide the required administrative support to the employees, Trustees and the Directors relating to the Trust affairs.
- f. Scrutiny of all the administrative requirements forwarded to the Head Office by all medical centers/dispensaries.
- g. Keep the CEO updated on all matters related to the efficient functioning of the Trust.
- h. Assist CEO to formulate policies and guideline for smooth functioning of the Trust and its medical setups.
- i. Implement any other instructions issued by the CEO in conformity with the mission and objectives of the Trust.
- j. Disseminate and enforce the decisions of HR Committee in the Trust.
- k. Carry out any other assignment assigned by the Chairman and the CEO.

31. **Member Finance**

He will be responsible to the Chairman and CEO for following:

- a. Providing leadership to the BOD's Finance and Accounting strategy, to optimize the Trust's financial performance and strategic position.
- b. To participate in forward planning and the effective daily organization of Trust's activities, including business planning, policy setting, financial forecasting and strategic decision making.
- c. Effective management and control of all capital and revenue budgets by preparing annual budget and its approval from the Chairman.
- d. Overview of the activities and budgets for each Center to ensure that the procedures laid down in the Trust's financial policies are adhered to.
- e. Maintain up-to-date records of all financial information.
- f. Preparation of appropriate financial reports for the Council of Trustees BOD and Executive Committee and to present in their meetings, as and when required.
- g. Get the annual financial statements audited from a well reputed firm of qualified Chartered Accountants and get it approved from Council of Trustees/BOD.
- h. Study the auditor's observations and prepare their suitable reply in consultation with concerned staff.
- i. Ensure that the Trust funds are properly invested as per provision of Income Tax Laws, Trust Deed and Bye-Laws.
- j. Ensure that all of the Trust's financial practices are in line with statutory regulations and legislation.
- k. Ensure that Trust's financial systems are robust, compliant and support current activities and future growth.
- l. Update and implement financial policies and procedures.

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- m. Assist Member Information Technology (IT) in planning, implementation and maintenance of Enterprise Resource Program (ERP) across the Trust.
- n. Implement any other instructions issued by the Chairman and Vice Chairman in conformity with the Mission and Objectives of the Trust.

32. **Member Fund Raising**

He will be responsible to Chairman to:-

- a. Coordinate meetings for Fund Raising with Govt. / Non-Govt. Organizations.
- b. Coordinate with Trustees, industrialists and friends of Al-Mustafa Trust in Pakistan and abroad regarding Fund Raising Functions / meetings.
- c. Accompany Chairman and or any other Trustee to participate in fund raising functions within the country and abroad.
- d. In consultation with Chairman and VC formulate comprehensive plans for fund raising to meet the various expenses of the Trust.
- e. Coordinate visits, to find new friends of Al-Mustafa Trust within country and abroad.
- f. Coordinate with Trustees in Pakistan and abroad for fund raising functions.
- g. Prepare and issue fund raising program in consultation with Chairman / Secretary of the BOD.
- h. Carryout any other task assigned by the Chairman, VC or CEO.

33. **Member Marketing**

- a. To explore new avenues to raise the funds.
- b. To keep with all organizations. Banks and individuals to generate fresh funds.
- c. To organize fund raising Events locally and aboard under the guidance of Chairman.
- d. To visit aboard under the instructions of Chairman.
- e. To maintain all records of donations received from aboard and locally.
- f. To make all correspondence in connection with collection of funds.

34. **Member IT and Media**

- a. Computerization of all departments, Medical Centers, Dispensaries, Regional Offices and pharmacies etc. in phases, stages as per decisions of Management and available resources.
- b. Implementation of an Enterprise Resource Planning (ERP) system in stages to facilitate Management and Project Directors to improve productivity, increase efficiencies, decrease costs and streamline processes.
- c. To immediately employ skeleton IT Teams at Headquarters and Regional Offices for implementation of Policy decision of computerization. They would facilitate in deployment, training and Technical Support in offices of their respective regions.
- d. Advise Chairman, VC, CEO and Management on IT & Media development and implementation polices.
- e. Create awareness, motivate and encourage AMT Management and human resources to facilitate implementation of IT regime.
- f. Selection of ERP vendor (through transparent process) and its implementation in AMT
- g. Get implemented improvements to existing media platforms like electronic i.e. Website, print i.e. Newsletters, Brochure, Annual report etc. as and when tasked.
- h. Keep AMT website updated and improved as and when required.
- i. Any displays and / or promotional materials during Fund Raising Functions, awareness programs etc.
- j. Any IT related assignment tasked by Chairman, VC and CEO.

Secretary
Al - Mustafa Trust
Brig Khalid Rashid Akhtar
(Retd.)

35. **Member Health & Medical Services**

Member Health & Medical Services will be responsible to the Chairman, VC and CEO for following:-

a. All health related activities of the Trust:-

- (1) Offer timely advice to doctors and para-medical staff of the Trust.
- (2) Make all possible efforts to attract specialists to work voluntarily for the Trust.
- (3) Organize health care lectures/seminars/workshops etc.
- (4) Liaise with various organizations for donations for medical equipment, medicines, services, etc.
- (5) Implement any other instructions issued by the Chairman, VC and CEO in conformity with the Mission and Objectives of the Trust.

b. Assist Member Administration for employment of Doctors and Para Medical Staff.

c. Update AMT formulary in accordance with Ministry of Health instructions if deletion/addition of medicines, keeping in view the primary health care responsibilities of the Trust.

d. To review/suggest organizational structure for various tiers of treatment facilitates to keep them cost effective and efficient.

36. **Member Coordination**

He will be responsible to Chairman, VC and CEO to:-

a. Coordinate meetings with Government/Non-Government organizations.

b. Coordinate with NGOs within country and abroad for donation of equipment/funds.

c. Carry out all necessary coordination between the Trustees, Directors and the Chairman/Executive Committee.

d. Carryout necessary coordination for all the meetings chaired by the Chairman, VC and CEO.

e. Coordinate all pre-function/visit arrangements and conduct of function.

f. Coordinate healthcare programs and other activities in the Trust auditorium.

g. Arranging of travel arrangements and boarding / lodging for Chairman as well as team of Al-Mustafa Trust to visit within Pakistan and abroad.

h. Carry out any other task assigned by the Chairman, VC and CEO.

37. **Regional Directors.**

a. Oversee the operational, financial and administrative functions of all medical facilities in the region.

b. Ensure implementation of the Policies issued by the Trust HO, by the centers in the region.

c. Organize maintenance of accounts as per standard operating procedures/ policies of the Trust HO.

d. Monitor and ensure the optimum judicious and economical use of all fixed and moveable assets.

e. Monitor required reports and return (s) submitted by the centers to Trust HO.

f. Supervise demand collection and record of medicines for the center through/from HQ as and when required.

g. Monitor Procedures adopted by the centers for regular attendance, proper discharge of duties by the staff and satisfaction of patients.

h. Evaluate the requirements of upgradation / addition of medical facilities in the centers of the region.

i. Carryout feasibility of the new medical center or dispensary as and when offered and tasked by the Head Office.

j. Visit each center / facility in the region at least once in a quarter.

k. Attend the meeting of EC as and when held.

l. Any other task/duty assigned by the Chairman, VC and CEO.

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38. **Project Directors - Medical Centers and Dispensaries**

The Project Directors will be responsible to CEO for following:-

- a. Smooth and effective functioning of their respective Medical Centers.
- b. Function within the allocated budget.
- c. Ensure that regular meetings of local management committee are held and its minutes forwarded to the Trust Head Office (HO) / CEO.
- d. Ensure implementation of Policies issued by the Trust HO.
- e. Maintenance of accounts as per standard procedure / policies of the Trust HO.
- f. Maintenance of Bank Accounts as per laid down procedures.
- g. Update HO on financial health of the Centre (Receipts/Expense).
- h. Keep check on performance of Doctors and Other staff of the Centre/dispensary for their regular attendance and proper discharge of duties.
- i. Maintenance and Upkeep of Building, Fixture, vehicles / ambulances and other equipment.
- j. Upkeep of Pharmacy issuance of medicines and maintenance of its record.
- k. Ensure judicious / economical use for Vehicles/Ambulances.
- l. Ensure fool proof security for the building / assets, Equipment and Personnel.
- m. Attend the meeting of EC regularly.
- n. Ensure utmost satisfaction of patients.
- o. Introduce a system to get feedback from the beneficiaries/patients.
- p. Plan and forward upgradation / addition of medical facilities for approval to HO.
- q. In coordination with Head Office (HO), arrange fund raising and participation of notables of the area.
- r. Timely submit required reports and return (s) to Trust HO.
- s. Maintain and update record of all assets (Furniture / Medical Equipment etc.) of the Centre.
- t. Ensure timely payment of salaries to the doctors and other staff of the center.
- u. Ensure timely collection/procurement of medicines for the center through/from HO as and when required.

39. **Project Director – Main Medical Centre – Chaklala**

Being co-located with HO, the PD MMC- Chaklala will form part of BOM and will perform following duties in addition his duties as a Project Director (Para 49) above:-

- a. Attend meetings of BOD and BOM.
- b. In coordination with the Member Coordination, maintain and administer the affairs of transport/drivers of the HO/center.
- c. Maintenance and upkeep of offices of BOM and the HO.
- d. Any other task/duty assigned by the Chairman, VC and CEO.

40. **Member Projects**

He will be responsible to the Chairman, VC and CEO to:-

- a. Supervise all the projects undertaken by the Trust.
- b. Ensure timely completion of projects within the allocated budget.
- c. Evolve plans for maintenance and repair of all buildings and equipment on as required basis.
- d. Implement any other instructions issued by the Vice Chairman and CEO in conformity with the Mission and Objectives of the Trust.

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41. **Member Legal Matters**

He will be responsible to Chairman and CEO for:

- a. All legal matters of the Trust.
- b. Scrutinize the Trust Deed and Bye Laws as and when required.
- c. Render legal advice on all legal documents and all agreements between the Trust and other NGOs /Organizations / Individuals.
- d. Represent Al-Mustafa Trust in court /tribunals for pursuance of cases.
- e. Prepare/scrutinize legal documents for matters between Al-Mustafa Trust and its Medical setups.

42. **Advisor (Monitoring).**

He will be responsible to the Chairman, VC and CEO to:

- a. Visit various projects of Al-Mustafa Trust Medical setups, evaluate progress and performance of the Medical Centers and submit a detailed report every six months.
- b. Scrutinize performance in vogue and standardize these for all activities.
- c. Standardize various procedures in vogue like registration, fee charging, reporting, etc.

43. **Secretary of the Trust**

- a. Act as Secretary in all the meetings of the Council of Trustees, BOD and BOM.
- b. Invite, compile and issue agenda points after approval by the Chairman.
- c. Record minutes of the meetings and circulate to all the members of Council of Trustees, BOD and other stakeholders after approval by the Chairman.
- d. Act as custodian of the Trust Deed/Instrument, Bye Laws, original registration and Enlistment documents, documents related to land revenue / record lease agreement and documents pertaining immoveable assets of Trust.
- e. Responsible for safe custody of the Seal of the Trust.
- f. Monitor follow up actions and implementation by all concerned of the decisions taken in the meetings of Council of Trustees, Board of Directors and Board of Management.
- g. Implement any other instruction(s) issued by the Chairman and VC in conformity with the Mission and Objectives of the Trust.
- h. Assist Member Fund Raising in discharge of his duties.

44. **Secretary Executive Committee**

- a. Act as Secretary of all the meetings of the Executive Committee.
- b. Invite, compile and issue agenda points after approval by the CEO.
- c. Record minutes of the meeting and circulate these to all the Members of Executive Committee after approval by the CEO.
- d. Take follow up actions and monitor implementation of all decisions of the Committee by all concerned.
- e. Will be member of BOM and will attend all meetings of BOM.
- f. Assist Member Fund Raising in discharge of his duties.
- g. Implement any other instructions issued by the Chairman, VC and CEO in conformity with the Mission and Objectives of the Trust.

-----End of Document-----

Secretary
Al - Mustafa Trust
Brig Khalid Rashid Akhtar
(Retd)

CERTIFICATE

Registered at No. 5045 Book No. 1 Vol. No. 231. On Pages 116 and a duplicate copy pasted in the Additional Book No. 1 Vol. No. 1782 On Butts 139 to 154 at the Office of the Sub Registrar (U-II) Rawalpindi on this _____ day of _____ 2019.

The Executant and witnesses have signed this Deed in my presence.




Sub Registrar (U-II)
Rawalpindi