

2016

18TH Annual Trainers' Retreat



Membership & Networking Department
Human Resource Development Network
5/17/2016

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1. EXECUTIVE SUMMARY

18th ATR Conference was organized in Baku, Azerbaijan “The Lonely Planet” from April 29th to May 6th, 2016. The main purpose of this year conference was to highlight the successful models of development sector and to ensure exchange of learning sharing and cross-fertilization ideas.

This year 44 participants from organizational, professional and general membership category travel to make the conference a successful one. The success of the event can be assessed by the presence of participants from the host country in the conference that was around 25-30 especially from development and government sector who very actively participated and facilitated in organizing and making conference an efficacious initiative. The main objectives of 18th ATR conference was: -

- *To provide an opportunity to Network members’ professionals from across Pakistan to come together for mutual learning through experience-sharing and cross-fertilization of ideas;*
- *To promote indigenous models of development internationally and learn from international best practices for replication in Pakistan;*
- *To facilitate cross-border organizational and people-to-people connections to achieve the Sustainable Development Goals (SDGs).*

The chief guest of the conference was Mr. Khalid Usman Qaiser Pakistani Ambassador to Azerbaijan, session chair was Mr. Hamid Khan Ackzai Minister Planning and Development, Baluchistan, and session panelists were from Pakistan and Azerbaijan Development sector to present successful models.

Apart from the conference all, the participants in Baku, Azerbaijan spent very joyful time, while enjoying the historical sites as well as the newly established architect that not only grab the attention of the participants but also bound them to visit new and old Baku city. Dubai, UAE were opted as optional destination to make the trip more exclusive and full of delight.

PROCEEDINGS OF THE CONFERENCE

The international conference on indigenous models of development commenced on April 30th, 2016 in QafQaz City Hotel Baku as per following agenda: -

Registration		09:00 – 09:30 AM
Welcome Note	09:30 – 09:40 AM Mr. Roomi S. Hayat, Chairman, HRD Network	
Conference Opening	09:40 – 09:45 AM Mr. Suhail Awan, Executive Director, HRD Network	
Session I: Indigenous Models of Development from Pakistan 09:45 – 10:45 AM Key Note Speaker: Mr. Naseer Iqbal, International Program Specialist, Reach Out To Asia/Qatar Foundation, Qatar Moderator: Ms. Muniza Bashir Tarar, Director BUNYAD Literacy Community Council, Pakistan		
Panelist:	<ol style="list-style-type: none">1. Mr. Malik Fateh Khan, Chief Executive Officer, Ghazi Barotha Taraqiati Idara (GBTI), Pakistan2. Mr. Saleem Ahmad, Chief Executive Officer, Hujra Village Support Organization, Pakistan3. Mr. Roomi S. Hayat, Chief Executive Officer, Institute of Rural Management, Pakistan	
SDG-11: Make cities and human settlements inclusive, safe, resilient and sustainable	SDG 11: A unique model of resettlement of displaced population, resulted from mega project (Dam) construction	
SDG-1: End poverty in all its forms	SDG 1.4: Livelihood revival model from Swat Pakistan	
SDG-4: Ensure inclusive and equitable education	SDG 4.5: A model from Bajaur Agency FATA Pakistan	
Address by Chair of the Session	10:45 – 10:55 AM	
Group Photo & Exchange of Souvenirs	10:55 – 11:05 AM	
Networking over Tea	11:05 – 11:25 AM	
Documentary on a Model to Achieve Sustainable Peace through Education 11:25 – 11:35 AM		
Session II: Indigenous Models of Development from Azerbaijan 11:35 AM – 01:00 PM Key Note Speaker: Mr. Mustafa Gurbanli, Head of International Relations Department, The Council of State Support to NGOs under Auspices of the President of Republic of Azerbaijan		

Moderator: Ms. Shahla Ismayil, Chairwomen, Women's Association for Rational Development & Director, Gender Port LLC., Azerbaijan

Panelist:	<ol style="list-style-type: none"> 1. Ms. Tatyana Mikayilova, Coordinator, 100 Business Women of Azerbaijan 2. Mr. Shamil Suleymanly, Chairman, National Center of Educational Technologies, Azerbaijan 3. Ms. Rena Safaraliyeva, Executive Director, Transparency Azerbaijan 4. Ms. Shamsiyya Mustafayeva, Head of Women in Development, Public Union, Azerbaijan
SDG-1: End poverty in all its forms	SGD 1.4: A model of women entrepreneurship support from Azerbaijan
SDG-4: Ensure inclusive and equitable education	SDG 4.7: A model of Healthy Education from Baku, Azerbaijan
SDG-16: Substantially reduce corruption and bribery in all their forms	SDG 16.5: A civil society model on Anti-Corruption from Azerbaijan
SDG-5: Achieve gender equality and empower all women and girls	SDG 5.5: Women Empowerment Project, UNDP Azerbaijan
Address by Chair of the Session	01:00 – 01:10 PM
Exchange of Souvenirs	01:10 – 01:20 PM
Vote of Thanks	01:20 – 01:30 PM Mr. Sahibzada Jawad Alfaizi, Executive Director Saibaan Development Organization, Pakistan, Director HRD Network
Networking Lunch	01:30 PM

The conference Moderator Ms. Shagufta Shah (General Member-HRDN) formally welcome all participants and invited Mr. Roomi S. Hayat- Chairman HRD Network to formally present welcome note to the conference audience and brief the participants from Azerbaijan about the aims and objectives of the Network.



WELCOME NOTE BY MR. ROOMI S. HAYAT- CHAIRPERSON HRD NETWORK

Mr. Roomi S. Hayat welcomed all participants in 18th ATRs at Baku, Azerbaijan. He applauded ATRs as a legacy of learning and flagship events of HRD Network's from last 17 years. He said it's been organized regularly to provide an opportunity to members from diverse cultural background and bring them together to mingle and learn new things especially the successful development practices.



While highlighting the current year ATR theme, Mr. Hayat said that this year's ATR revolves around sharing of experiences and developmental models applied both in Pakistan and in Azerbaijan. He said exposure to different experiences in different cultures helps development practitioners work with people from diverse backgrounds and learn new skills; hence, exchange opportunities like the ATR helps improve people-to-people contacts between people from various sectors and cultures as well as promote tolerance and pluralism in addition to learning and best practices.

CONFERENCE OPENING BY MR. SUHAIL AWAN-EXECUTIVE DIRECTOR- HRDN

Mr. Suhail Awan, Executive Director of HRD Network, formally opened the 18th ATR Conference and described his experiences from his visit to Azerbaijan. He found it heartening how warmly he was received in the country as a Pakistani, and said he looked forward to sharing



positive insights with his Azerbaijani colleagues about indigenous development models toward the attainment of the SDGs.

He reiterated that no matter where any development model is applied, one common thread between them all is that they are sustained by the support and participation of the local communities where they are being implemented. This provides an important common ground on which the implementers of various projects in various countries can share their experiences and provide innovative new insights on how to improve the quality of service delivery. He also hoped to discover models that can be replicated in different contexts. Thus, Mr. Awan said, knowledge-sharing is an important reason for holding the 18th ATR; for him, knowledge-sharing is an important means of appraising differing development models. He said he looked forward to an insightful exchange of ideas and the discovery of newer knowledge that Pakistani and Azerbaijani ART participants can learn from each other.

SESSION I – INDIGENOUS MODELS OF DEVELOPMENT FROM PAKISTAN

The session was moderated by Ms. Muniza Bashir Tarar, Director BUNYAD Literacy Community Council, Pakistan.

In this session, a panel discussion was held on Indigenous Models of Development from Pakistan. As the title suggests, panelists from Pakistan presented their models for development aimed at achieving the SDGs. The panelists at this session included:-

- **Mr. Malik Fateh Khan**, Chief Executive Officer, Ghazi Barotha Taraqiati Idara (GBTI), Pakistan
- **Mr. Saleem Ahmad**, Chief Executive Officer, Hujra Village Support Organization, Pakistan
- **Mr. Roomi S. Hayat**, Chief Executive Officer, Institute of Rural Management, Pakistan

KEY NOTE SPEECH: -

The keynote was delivered by Mr. Naseer Iqbal, International Program Specialist, Reach Out to Asia/Qatar Foundation, Qatar. Having worked with the International Rescue Committee, American Refugee Committee and Orphan Refugee Aid, in his professional capacity, Mr. Iqbal has regional/international learning and exposure in managing in various portfolios

including working with refugees and IDPs to promote community-based education and accelerated learning.

Mr. Iqbal began his keynote address by pointing out that Pakistan, considered a model economy in the 1960s, faltered and failed to realize its economic potential due to a number of factors like inconsistent policies, corruption, a population boom, poverty, chronic border tensions and unstable foreign investment. He also blamed “the marginalization of indigenous knowledge” in the development approaches historically adopted for the country’s failure to achieve economic prosperity. He also cited short-sighted single-factor policies of self-centered elites as the cause of development efforts that enriched only them but kept the common people deprived and poor. Policies adopted from the West were imposed in Pakistan without regard for indigenous models of sustainable rural development. He said, however, that now a progressive government is providing a conducive environment for development models based on traditional approaches.

For that, Mr. Iqbal cited the successful model enacted in Gilgit-Baltistan where a community-supported participatory approach to development proposed and enacted by Agha Khan Development Network (AKDN) led to rapid economic progress. The approaches implemented there included micro-level development in rural areas, including the mobilization of rural savings and provision of micro-credit; the application of cost-effective methods for building rural infrastructure; natural resource development; institution and capacity building; and successful partnership models for public-private sector initiatives. He concluded by noting that programs based on this model all across the world are now working to promote grassroots development through involvement of local communities.

SDG-11: MAKE CITIES AND HUMAN SETTLEMENTS INCLUSIVE, SAFE, RESILIENT AND SUSTAINABLE A MODEL OF GHAZI BAROTHA HYDRO POWER

Mr. Malik Fateh Khan, CEO, Ghazi Barotha Taraqiati Idara (GBTI) since 2011 and Master’s degree holder in Economics and Political Science, explained a highly successful development model he implemented with the construction of the Ghazi Barotha Hydro Power project (GBHP). He explained that he served the beneficiaries of GBHP through rural development and poverty alleviation programs.

The GBHP model involved community participation and resettlement, as well as development over 85,000 kanals of land around the Ghazi Barotha dam. With funding from Pakistan’s Water & Power Development Authority (WAPDA), the project aimed to provide hydropower with minimal environmental and resettlement impacts, all through a collaborative mechanism as explained below.

Key in his model’s plan was mitigation measures for the protection of the environment and a resettlement plan arising from land acquisition for the dam, including compensation for conceded assets as well as funding for relocation and settlement. A multi-stakeholder consultation and interaction mechanism was created, which aided the enactment of

participatory development involving the affected communities to ensure long-term improvements in their quality of life. This was facilitated by extensive data collection of land record and the rules of ownership and transfer of land, which provided figures on the number of people to be compensated.

About 37,499 households in 18 union councils were organized into 3,263 community organizations who formed their own 81 village organizations which mobilized resources and accessed opportunities for development through their local politicians and influential people in coordination with government departments. About 30,487 people were paid Rs. 4.409 billion in compensation and 24,467 households were given Rs. 99 million in CPIs, micro-credit, trainings and other assistance.

As the model's success became ever more evident, other donors like the Pakistan Poverty Alleviation Fund (PPAF), Canadian International Development Agency (CIDA) and Rural Support Program Network (RSPN) joined in and contributed more funding to the project. The project made itself self-sustaining as GBTI raised its equity from Rs. 100 million to Rs. 385 million and maintained a 100% recover rate with its 13,084 active micro-loans.

SDG-1: END POVERTY IN ALL ITS FORMS A MODEL OF HUJRA-HONEYBEE-KEEPING IN SWAT

Mr. Saleem Ahmad, CEO of Hujra Village Support Organization, presented his model, whose 15-minute documentary was screened for the ATR participants. The model involved honeybee-keeping in Swat and was funded by USAID.

The honeybee-keeping venture was there to provide a source of livelihood to local communities, but eventually, in addition to producing honey, it started new value-added activities like processing and marketing. This value addition greatly increased the income

local communities' income. Even further, Mr. Ahmad explained, this led to the formation of special interest groups for honeybee-keeping and honeybee marketing.

These new value-added skills were the result of increased investment in supportive value chain activities, and further investment in other upstream activities was only natural. Eventually, a honeybee research institute was established in Swat that researched on maximizing productivity from the honeybee-keeping venture and getting the maximum returns from it. Mr. Ahmad explained that this provided a source of enterprise development and was a major success story in a region previously ridden with conflict and large scale community displacement. This model also enormously benefitted an entire community, and thus provided a highly viable model of development as multiple livelihoods and activities resulted from something very simple.

SDG-4: ENSURE INCLUSIVE AND EQUITABLE EDUCATION A MODEL FROM INTERNATIONAL RURAL MANAGEMENT (IRM)

Mr. Roomi S. Hayat, CEO of International Rural Management, is a renowned management and institutional development expert, trainer and facilitator, as well as a social entrepreneur, an advocate of livelihood enhancement for poverty reduction and linking Environment degradation with poverty. He holds a Master's Degree in Engineering from NJIT- USA, Rural Sociology from Agriculture University Peshawar, a Post Graduate Diploma in Improving Training Quality from University of Illinois at Urbana Champaign- USA and AIT- Thailand. He is also a Doctoral Candidate at Pakistan's prestigious Quaid-e-Azam University.

Mr. Hayat introduced IRM, its basic theme is that every individual has potential which must be harnessed to its fullest, and for that IRM seeks to provide the right support. Trained over a million people including young people and women in leadership skills. IRM is working even in remote parts of Pakistan including FATA. IRM is working with the poorest of the poor who lack knowledge and outside exposure, so they need multiple approaches for not only skills training but also general capacity-building.

He pointed out that in FATA children were out of school for years but IRM provided them one year of accelerated learning and had them give a 5-year governmental examination, the majority of them passed and were mainstreamed into the educational system and came at par with children in the rest of Pakistan. He said this model is now also being replicated for street children.

To further explain the IRM's model for achieving sustainable peace through education in Bajaur Agency in FATA, a documentary on it was screened to the ATR participants.

ADDRESS BY SESSION CHAIR, DR. HAMID KHAN ACHEKZAI

Dr. Hamid Khan Achekzai is the current minister for Planning & Development in the provincial government of Balochistan, and is a member of the provincial Committee on Planning & Development. He explained the role of the government in assisting and

promoting the various models of development aimed at achieving the MDGs and SDGs, which involves addressing the following key factors:-

- **Poverty:** The key indicator of success of any development model is the degree to which it manages to uplift people's socio-economic status and reduces poverty.
- **Democracy:** Dr. Achekzai told the ATR participants that development models essentially have to be democratic in nature if they are to succeed. It is through the democratic participation of beneficiary communities that service providers can identify their actual needs.

- **Rule of Law:** The rule of law, especially the guarantee of property rights, as that ensures that any project's benefits go to their intended beneficiaries instead of being wrongly usurped by someone else.
- **Implementation of the Constitution:** Dr. Achekzai said the full implementation of the country's constitution is what would ensure democracy and the rule of law as the constitution has the solutions to enable the successful fruition of developmental interventions.
- **Governance:** Good governance must be ensured at the level of the government as well as civil society organization, as that ensures efficient and effective service delivery without waste of resources or corruption.
- **Devotion:** Government and civil society actors must have genuine devotion to their work and authentic commitment to serving the people. This would, among other things, also boost cooperation between the government and civil society organizations toward a common cause.
- **Factual & Realistic Work:** The success of any development intervention is the accuracy of the data on which it is planned. Moreover, realistic and measurable goals and objectives must be pursued.



SESSION II – INDIGENOUS MODELS OF DEVELOPMENT FROM AZERBAIJAN

In this session the panel discussion took place in which participants from Azerbaijan presented indigenous development models from their country. This session was moderated by Ms. Shahla Ismayil, Chairwomen, Women's Association for Rational Development & Director, Gender Port LLC., Azerbaijan.

The panelists in this discussion included:

- **Ms. Tatyana Mikayilova**, Coordinator, 100 Business Women of Azerbaijan
- **Mr. Shamil Suleymanly**, Chairman, National Center of Educational Technologies, Azerbaijan
- **Ms. Rena Safaraliyeva**, Executive Director, Transparency Azerbaijan
- **Ms. Shamsiyya Mustafayeva**, Head of Women in Development, Public Union, Azerbaijan

SDG-1: END POVERTY IN ALL ITS FORMS A MODEL OF GENDER EQUALITY & WOMEN'S EMPOWERMENT

In this session, Ms. Tatyana Mikayilova, Coordinator of 100 Business Women of Azerbaijan, discussed how to achieve gender equality and women's empowerment. Her organization interacts with female university students to build up their capacities for senior managerial positions in their future careers as well as work with strong entrepreneurial acumen. She has groomed prospective female workforce with important competitive skills to enable them to not only work as highly talented employees but also be highly successful in their own money-making endeavors. Additionally, her organization is also spreading awareness of women's empowerment and right to economic self-sufficiency. She mentors a women's walk every Friday at 5 o'clock in the evening, in order to raise the visibility of her organization as well as its goals for women.



For Ms. Mikayilova, this is a reflection of the understanding that for women's empower to be achieved, not only must women be capacitated and armed with the tools to succeed in their practical lives, the wider community and society they are a part of must also be sensitized to the merits of women's empowerment and the willingness to give women an equal space in public life. As the organization's name suggests, nurturing business women is both derived from and further reinforces this understanding.

SDG-4: ENSURE INCLUSIVE AND EQUITABLE EDUCATION A MODEL OF HEALTHY EDUCATION

Mr. Shamil Suleymanli is the Chairman of the National Center for Educational Technologies and Executive Director of Healthy Education – Healthy Nation, a project aimed at improving learners' health, learning and creativity in collaboration with Azerbaijan's education ministry. He has a Master's degree in Azerbaijan State University.



Mr. Suleymanli considered “healthy education” a global issue with far-reaching effects on all endeavors including employment, social development, and socio-economic improvement. He said a healthy education is the basis on which all other development can take place so that it makes healthy education foundation for a healthy nation. In that sense, he said, the teacher serves as an engineer as the quality of education a teacher imparts directly affects the future makeup of society and its level of progress in all fields. This way, a teacher truly engineers the future of a nation.

Having linked healthy education to societal development in this way, Mr. Suleymanli considered some key performance indicators to measure the effect of healthy education. These include the impacts on society, the economy and the environment. He stressed that a healthy education is one that grooms students in such a way that they are able to perform all functions of public life while positively contributing to the health of the society, economy and environment, rather than personally enriching themselves at the expense of either.

In addition to not harming the society, economy and environment, Mr. Suleymanli stressed, a healthy education is empowered by educational technologies but they must also not harm the student receiving the education through the use of those technologies. Hence, educational technologies must specifically be geared to maintaining the health of students, and enabling them to contribute to the health of the world around them, all the while enabling them to learn more effectively.

SDG-16: SUBSTANTIALLY REDUCE CORRUPTION AND BRIBERY IN ALL THEIR FORMS A MODEL OF TRANSPARENCY & COMBATING CORRUPTION

Ms. Rena Safaraliyeva, the Executive Director of Transparency Azerbaijan, held the position that transparency is a function of trust between the actors that work together. For an official to be transparent, mutual trust must exist between the official, his/her colleagues and his/her constituents. There must also be strong mutual expectations between these actors to deliver in terms of performance and utilize allotted



resources to their intended use. However, she cautioned that transparency and mutual do not exist in a vacuum; both naturally necessitate networking at the community level for rendering and improving service delivery. This engagement leads to the community's ownership of (and increases its stake in) public service endeavors. She said this community involvement serves as a strong check on corruption and other evils that mar the public service sector and the people who run it.

Ms. Safaraliyeva also called attention to the importance of providing adequate mechanisms by which the participating communities can make their voices heard. This would be provided by platforms where the community interacts with government officials and other service providers where an open exchange of views can take place and where the community is able to highlight its key issues of concern that service providers must address. In today's era, Ms.

Safaraliyeva highlighted, such platforms need to exist online as well as offline because that enables each single individual to independently engage service providers and articulate their own personal needs. This leads to the effective trickling down of services and benefits to each single individual. This, she said, is the power of community engagement and the platforms provided to enable it.

SDG-5: ACHIEVE GENDER EQUALITY AND EMPOWER ALL WOMEN AND GIRLS A MODEL OF RURAL WOMEN'S DEVELOPMENT

Ms. Shamsiyya Mustafayeva the head of Women in Development, Public Union, Azerbaijan, was unique in the panel for focusing on the need for providing opportunities for rural women to participate in economic and social activities in their communities as effectively as women in major cities.



She said empowering rural women and creating opportunities for them is extremely difficult because of the absence of general basic services like education and health care in rural areas. Hence there is a tremendous gap in the capacities between rural and urban women that needs to be filled before rural women can become active and effective participants in society. As long as governments do not make such facilities available and accessible in rural areas, civil society organizations must devote more resources and effort to the capacitation of rural women compared to urban women.

Another challenge in rural areas, Ms. Mustafayeva said, is widespread ignorance of women's rights, the importance of women's empowerment, and the utility of a good education and its link to higher living standards. This ignorance is another factor that must be concertedly targeted in order for substantial goals to be achieved. This is particularly important, she said,

because the currently ignorant community's participation and support is vital to sustaining interventions for creating opportunities for women in rural areas.

As an example of a successful way to achieve all that, Ms. Mustafayeva introduced to the ATR participants her Neftchala model. The Women Resource Center's documentary *Dreams Coming True* was screened to the audience.

EXCHANGE OF SOUVENIRS

The second panel discussion was followed by an exchange of souvenirs between the ATR speakers.



CLOSING REMARKS

HRDN held its 18th ATR in Baku, Azerbaijan on the topic of sharing developmental models and cross-country experiences in implementing them, in order to inspire innovative newer development models that are replicable in various contexts. The ATR was held from April 29 to May 6, 2016 and involved the sharing of four development models from Pakistan and Azerbaijan each.

The Pakistani development models focused on community participation, empowerment of local communities through value addition and collaborative mechanisms, and linkages

between the government and local communities. The Azerbaijani development models aimed to enhance transparency, reduction in corruption, the impartation of quality education and the empowerment of women from different backgrounds.

The development models presented from both sides affirmed that the involvement of local communities in the implementation of a development intervention, as well as focus on capacity-building of target beneficiaries in addition to basic service delivery, are essential factors to take account of. These factors would ensure not only the success of the development models in achieving the SDGs but also ensure their sustainability after the model implementation life-cycle.



REFRESHING MOVEMENTS

One of the objectives of holding Annual Trainers Retreat is to provide an opportunity to the participants to have cultural exposure through sightseeing visits and get-togethers to make the event more enjoyable.

The second day of the conference a city trip was arranged for all participants to explore old and new city Baku, Azerbaijan. All the participants enjoyed and on 3rd May, 2016 fly back to Pakistan via Dubai, UAE. Around 30-35 participants enjoyed a three day optional trip while enjoying the sightseeing and spending quality time together.



