



Sindh Union Council and Community Economic Strengthening Support (SUCCESS) Programme



SUCCESS

RSPs Annual Strategy Retreat 2017



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Economic Strengthening Support
(SUCCESS) Programme**

RSPs Annual Strategy Retreat 2017

**May 20 – 21, 2017
Bhurban, Murree**

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ORGANISED BY

RSPN

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Overview

Rural Support Programmes Network (RSPN) hosted a two-day RSPs' Annual Strategy Retreat 2017 on May 20 and 21 in Bhurban, Murree. The Retreat was organised to provide a platform for the Rural Support Programmes (RSPs) to share their experiences, review strategic aspects of RSPs' work and reflect on way forward to consolidated and enhanced efforts for poverty reduction through community driven development. The Retreat acts as a forum for strategic coordination, experience sharing, networking, and showcasing of new initiatives of the RSPs and the community institutions.

It provides opportunities to other donors to learn about the RSPs social mobilisation approach and develop their interest to support this approach, and develop synergies between EU supported programmes for RSPs and their own ongoing programmes.

Chairperson Benazir Income Support Programme (BISP) Ms Marvi Memon was the Chief Guest, while Ambassador of the European Union to Pakistan His Excellency Mr Jean-François Cautain, Ambassador of Nepal Her Excellency Ms Sewa Lamsal Adhikari, RSPN board members, senior management of RSPN, Chief Executive Officers and senior management of RSPs, government representatives, donor representatives, corporate sector representatives, members of Local Support Organisations (LSOs), academics, media persons and RSPN officials attended the event.

During the annual event, RSPs, community organisation members, donors, government and other development programme stakeholders work with existing and new partners along with other supporters to review key strategic aspects of the RSP programmes focusing on poverty alleviation.

Proceeding of the Workshop

Day 1

The session on Day 1 began with a recitation from the Holy Quran by Dr. Abdur Rahman Cheema, Team Lead Research RSPN, followed by a round of participants' introductions.

Plenary Session on the Rural Support Programmes' Core Mission - Overview of RSPs' Social Mobilisation and Sustainability of Community Institutions



Ms. Shandana Khan, Chief Executive Officer (CEO) RSPN, began by formally introducing the RSPs Annual Strategy Retreat 2017 and welcoming the participants.

The objective of the retreat is to not only share experiences and lessons with each other but also to enlighten the partners and stakeholders about the communities and community institutions formed under the

RSPs' approach, their work, and process of forming linkages.

The main work of RSPs is social mobilisation, however, the retreat provides a great platform to share and reflect other work that includes work in conflict zones, and disaster risk management.

Ms. Khan appreciated the encouraging representation from Balochistan, Sindh, Khyber Pakhtunkhwa provinces as well as Azad Jammu & Kashmir (AJK) and Federal government, as well as the members of RSPN board, and most of all from the people of community institutions.

Three major sessions of the retreat focused on:

1. Sustainability of Community Institutions (CIs)
2. Private Sector Linkages
3. New Opportunities

RSPs' Social Mobilisation Outreach in 2017

Mr. Khaleel Ahmed Tetlay, Chief Operations Officer (COO) RSPN, gave a brief overview of the history and journey of RSPs that began in 1982 from one small village in the mountains of Gilgit, and has now scaled up across the country.

Dr. Akhtar Hameed Khan started the Comilla Project in 1959, and was the pioneer of social mobilisation approach. The biggest replication of Mr Khan's ideas was in Gilgit by Mr Shoaib Sultan Khan through Aga Khan Rural Support Programme (AKRSP). The scale up of the approach started in 1990s in the entire country.



Currently, out of 5,600 union councils in the country, RSPs have presence in 3,900 union councils. So far, 1,391 Local Support Organisations (LSOs), and 405,027 Community Organisations (COs) have been formed, and 6,843,698 households have been organised by the RSPs. Mr. Tetlay elaborated that the focus of the RSPs Annual Strategy Retreat is to learn and listen from all partners present.

Strategy for Financial Sustainability of Community Institutions, and Discussion



Agha Ali Jawad, General Manager National Rural Support Programme (NRSP), gave a presentation on financial viability and sustainability of the CIs. The major concern regarding the CIs and especially those organisations that engage in community investment fund (CIF) is about their sustainability and the methods that can make them more sustainable.

The organisations that depend on external aid alone cannot be sustainable, internal resources need to be mobilised. The financial sustainability of the COs/VOs/LSOs is important for their ability to carry out their functions.

Financial sustainability of COs for the ability of CO to:

- conduct meetings
- mobilise and utilise members' savings

- help prepare MIPs
- mobilise community contribution in projects
- coordinate with the VOs

Financial sustainability of VOs for the ability of VO to:

- conduct meetings
- ensure holding of CO meetings
- ensure inclusion of all *mohallas*/COs
- ensure inclusion of the poorest households
- prepare and implement Village Development Plan (VDP)
- manage CIF
- manage and maintain completed projects

Financial sustainability of LSOs for the ability of LSO to:

- conduct its own meetings
- ensure holding of VOs/COs meetings
- ensure inclusion of all VOs/COs
- ensure inclusion of the poorest households at UC level
- prepare and implement Union Council Development Plan (UCDP)
- manage CIF
- mobilise resources and forge linkages
- nurture social capital and professionals in the community

The sources of internal resources to sustain the organisations can include:

- membership fee
- services charges
- projects incomes
- GOP interest free loans subsidy
- cash or in-kind donations from members

Following the presentation on financial sustainability, the panellists gave their remarks.

Mr. Nadir Gul, CEO Balochistan Rural Support Programme (BRSP), said that the link of financial sustainability with CIF is extremely important as most of the other financial services, such as microfinance, have been unsuccessful. Therefore, it is imperative to ensure that services such as CIF do not hinder rather help with the financial sustainability of the CIs.





Dr. Rashid Bajwa, CEO NRSP, said that the base of the three tiered structure is COs, which are mostly forgotten about as the focus shifts to VOs and LSOs. When the base is weak, the structure will not be that strong. The strength of LSOs/VOs is and shall be determined through the strength of COs.

Mr. Masood-ul-Mulk, CEO Sarhad Rural Support Programme (SRSP), said that every area has different context, and organisations should be treated differently. However, the organisations should never lose the capacity to adapt. They should keep a balance between dependency and autonomy to ensure their sustainability.



Malik Fateh Khan, CEO Ghazi Barotha Taraqiati Idara (GBTI), while talking about external financial sources said that the local communities are usually the recipients of *Zakat*, and *qurbani* hides, and this should be strengthened as this is another reliable source of income.

Mr. Dittal Kalhoro, CEO Sindh Rural Support Organisation (SRSO), thanked the Government of Sindh for applying and adopting the RSP approach and institutionalising it. He said that in the next five years 75% of Sindh will be covered under the social mobilisation approach. He also said that CIF plays an important role in the context of Sindh and there should be a CIF sustainability strategy in place.



Mr. Allah Nawaz Samoo, CEO Thardeep Rural Development Programme (TRDP), said that the network of CIs has increased the demand for goods/services. Thus, it needs to focus on supply side of services such as health, education, income generation, etc. to engage the youth and keep COs/VOs/LSOs engaged and running.

Strategy Session: People's Institutions at the Centre of Community Driven Development (CDD)

Ms. Shandana Khan, CEO RSPN, commenced the session with a brief presentation on the RSPs and their poverty reduction strategy. The mission of RSPs is to “reduce poverty and improve the quality of life of the rural poor by **harnessing their potential** for them to manage their own development, through their **own institutions.**”



The social mobilisation process is used as a tool to achieve this mission, and it includes:

- The dialogue process for community institution building
- Poverty ranking (Poverty Scorecard) of all households in a village to ensure inclusion of the poor in COs
- Ensuring the inclusion of women in mainstream programmes
- Creating a strong cadre of community activists as local leaders in development
- Bottom-up planning i.e. household, CO and village level plans
- Providing technical and financial support to community institutions
- Facilitating links between community institutions and government, the private sector, banks, NGOs and other partners

She gave an overview of the Union Council Based Poverty Reduction Programme (UCBPRP), which is an embodiment of commitment and steadfastness shown by the Government of Sindh (GoS) for RSPs' mission. The RSPs are support organisations, enabling rural people in harnessing their own potential.

Following Ms. Khan's presentation, representatives from different LSOs presented on the three-tiered community institutions and their successes, community institutions working with government, and access to justice through community based paralegals.

Three-tiered Community Institutions and Their Successes



Ms. Sabira of Rooh Rehan LSO from the UCBPRP, Sindh (SRSO), gave a presentation on the success of the three tiered structure. Sabira's mother used to be a member of the CO formed under the UCBPRP, however, after her passing away, Sabira joined the CO and replaced her mother. Besides receiving beautician's training, she gives tuition and says that nothing would have been possible without the formation of community institutions.

After giving an overview of the LSO profile, Ms Sabira told the participants of the retreat about the achievements of the LSO. Not only has the LSO been involved in environmental activities by planting over 6,000 trees in Union Council Lakhi, but has also coordinated with the police and

judiciary. The LSO with the support of their board members and LSO network has resolved seven cases of honour-killing, by successfully coordinating with Women’s Rights Cell, women police and judiciary.

The LSO has developed linkages with the government’s line departments, as well as other NGOs for various projects. For instance, in coordination with Green Star Pakistan, the LSO has supported many families in getting family planning services. With the support of Hands International, the LSO has renovated and made seven schools functional, increasing the enrolment by 600 students.

Community Institutions working with Government



Mr. Aurang Zeb of Organisation for Social Development, an LSO from District Shangla, Khyber Pukhtunkhwa (SRSP), as well as Ms. Munawar Sultana of Al Karim Local Support Organisation Taus, Gilgit-Baltistan (AKRSP), presented on the linkages that community institutions have formed with the government. They both gave a brief overview of the LSO and explained that the linkages with the government departments have been beneficial for the community.

Mr. Aurang Zeb said that the LSO has collaborated with the Education Department for improving school enrolment, the forest Department in launching plantation campaigns, and the Health Department in awareness campaigns of eradication of polio, dengue and prevention from TB. Following are the activities done through engagement with the local government:



S#	ACTIVITY	Funds provider	Amount	Beneficiaries
1	DWSS 2 project	MPA	1100000	140 HHs
2	Link road 1 project	MPA	1350000	1066 HHs
3	DWSS 4 projects	Tehsil Nazim	1200000	210 HHs
4	Link Roads 3 Projects	Tehsil Nazim	1850000	800 HH
5	Link Roads 2 projects	MNA	2000000	747 HHs

6	Protection Walls project	1	MNA	1100000	300 HHs
7	Extension of link Road		Advisor to PM	2000000	375 HHs
8	Link Road 2 projects		District Councillor	1400000	290 HHs
9	Link Roads (PCC)		Tehsil Councillor	800000	425 HHs
10	Link Roads, Sanitations, rooms	DWSSs, waiting	Nazimeen & councillors	3400000	1179 HHs

Ms. Munawar explained that her LSO has had both formal as well as informal linkages with the government line departments.

Formal Linkages:

Department	Activity	Results
Government Forest Department	Community plantation	35,000 forest trees planted; HH assets increased; environment improved
Local Government & Rural Development (LG&RD)	Construction of a Community Hall next to LSO Office	Sufficient space available for LSO and community level gatherings and activities
Government Agriculture Department	Model orchards; training sessions for farmers on quality production and marketing of fruit and fruit processing	12 model orchards established; 1 community nursery and training for 200 farmers; Provision of 3 tunnels for off season vegetable production: Improved livelihoods of farmers

Women Development Department Gilgit-Baltistan	Vocational training for women	Training for 150 women on business management, beautician and fashion designing: improved socio-economic condition of women
Environmental Protection Agency (EPA) Gilgit-Baltistan	Training on forestry development to 20 members and plantation on 5 acre community land	Increased green area at local level; increase in bio-fuel; reduced pressure on natural forests

Informal Linkages:

Department	Activity	Result
Tourism and Youth Affairs Department	Training of 22 youths on how to display their products in exhibitions	Improved marketing skills of young entrepreneurs; improved their income
Local Government & Rural Development (LG&RD)	LG&RD prepares its annual plans in consultation with the LSO. Implementation and monitoring of 18 infrastructure projects with LSO monitoring and participation	Quality and sustainability of the projects improved; quality services to communities ensured from the completed projects
Local Administration	LSO is selected as member of local Peace Committee	Image building of LSO; expansion in public space for LSO; Improved peace and harmony at local level due to the influence of the LSO

Population Welfare Department	Awareness raising sessions on birth spacing	3 session arranged for 250 participants; birth spacing practices increased
Tuberculosis Project GB	3-day awareness session on TB for 120 men and 160 women	Increased awareness of participants about precautionary methods and treatment of TB patients

Access to Justice through Community Based Paralegals

Ms. Ruqia Bibi of Dua LSO, District Rajanpur, Punjab (NRSP), gave a presentation on the RSPN's project 'Strengthening Legal Empowerment at RSPs: Capacity Building of Paralegals'. This project was aimed at building capacities of the community, women and men, to work as paralegals in their rural communities. The LSO has formed linkages with various government departments, including WAPDA, Local Government, BISP, NADRA, Health Department, Education Department, Social Welfare Department, Ombudsman Office, Dar-ul-Aman, District Legal Empowerment Committee (DLEC), as well as local NGOs.



The LSO, formed in 2012, has so far resolved 107 issues ranging from civil documentation, simple family disputes, consumer rights, and collective community issues.

Issues Resolved:

Issues	No. of Cases	Issues	No. of Cases
B Form	06	Domicile	01
BISP & Financial Help	56	Family Dispute	05
CNIC	05	Education Department	02
Death Certificate	01	Habeas Corpus	01
Domestic Violence	05	Health	05
Job Agreement Renewal	01	Partnership	01
WAPDA	13	<i>Nikah</i> Registration	02
Maintenance/Inheritance	02		
Revenue Department	01		
Grand Total		107	

Session: Shared Values – Private Sector Linkages and RSP Work on Enterprise



The session focused on the linkages with the private sector. Dr. Zaheer Ahmed, Senior Advisor Research & Development, Engro Fertilizers, presented on the corporate social responsibility (CSR) initiative, through which the company is working on enhancing farm yield and profitability by small to medium farmers, their capacity building through the use of best crop management practices (BCMPs) and the introduction of innovative farming techniques. The Farmer Connect Project, externally known as 'RAHBAR', began its activities in October 2015 in Sheikhpura district.

Through the project registered farmers realised a yield improvement of 26% compared to non-adopters in their areas, coupled with improved farm profitability and conservation of natural and added resources. On the sidelines of these activities, 500 women have also been trained on such farming operations where women are involved, such as in grading, cleaning, and preparation of home-kept seed for the next crop, and post-harvest management of wheat grain for ration and seed purposes.

Talking about the Lighting Pakistan and Afghanistan Initiative by the International Financial Corporation (IFC) – World Bank, Mr. Marco Indelicato, Programme Manager for IFC's Lighting Pakistan and Afghanistan Initiative, appreciated the work of LSOs and community institutions.



The Lighting Pakistan programme is sponsored by five European countries through the IFC, and would see vendors who are trained, to convince people living in far flung areas and not connected to the national grid, to use alternate energy appliances such as those working on solar power. In this regard, the IFC would be offering two solutions through local partners – lease and utility. With load shedding in far off areas increasing to as much as 22 hours a day, Mr. Indelicato, while representing the Country Director World Bank, offered to back RSPs in Pakistan under its US\$300 million 'Lighting Pakistan' initiative which aims to provide electricity through unconventional means in areas not connected to the national grid.



The session also included presentations by LSOs from SRSP Programme area as well as AKRSP programme area. Ms. Talat Begum, from Swat working on red persimmon and Mr. Muhammad Israr, from Lower Dir working on olive oil value chain under European Union supported Programme for Economic Advancement and Community Empowerment (PEACE) from Khyber Pukhtunkhwa (SRSP), gave



presentations and talked about the support they have received in their entrepreneurial activities.



Ms. Ruzeena Shaheen and Ms. Naila Bano, Community Entrepreneurs working with AKRSP, presented on their business that they started after winning the Youth Micro Challenge Award (YMCA) of Rs. 50,000. Three partners invested Rs. 70,000 each to build a flower and decor shop.

Within the first year of operations, they provided 26 stage decoration services for a total revenue of Rs. 340,000. The entrepreneurs are extremely happy in running their own business.

Mr. Masood-ul-Mulk, CEO SRSP, presented on various Micro Hydro Projects that SRSP has carried out. These projects provide an alternate source of energy, and are great entrepreneurial activities.



Similarly, Mr. Rashid Bajwa, CEO NRSP, presented on the latest initiative by NRSP on Rice Processing Mill, which is a social enterprise.

Remarks by the Guests

Following the presentations by the LSOs, the guests gave a few remarks about the work of LSOs as well as RSPs.



Mr. Bernard Francois, Head of Cooperation, EU Delegation to Pakistan, appreciated the work of RSPs and said that the approach of RSPs and their work best aligns with the mission and values of the EU such as rule of law, justice and women's empowerment. The three-tiered system of social mobilisation has been the most effective way of alleviating poverty, so far. However, the financial sustainability of the community institutions is a concern. The sustainability is most vital and RSPs need to keep working on ensuring it. One way of ensuring financial sustainability is through CIF, which should be focused on while

budgeting.

There is a need to explore domestic resources, engaging provincial governments, as well as the private sector. The EU is also starting more programmes on nutrition, training, and education.

Ms. Lisa Moreau, from High Commission of Canada to Pakistan, said that it was inspiring to see the development work happening in Pakistan. She said that she has had a great lesson learning experience after visiting AKRSP programme areas, and the LSOs are pioneers of innovation.



Mr. Masood-ul-Mulk, CEO SRSP, said that more than support, the community institutions need empowering and social activism. Mr. Dittal Kalhoro, CEO SRSO, said that despite the variation in culture between different sectors, the third pillar – social pillar – is also recognised by the government.

Day 2

Session: New opportunities – The Social Sectors



The session on Day 2 commenced with Ms. Filza Nasir, moderator for the session, introducing the session. The Chief Guest for Day 2 of the workshop was Ms. Marvi Memon, MNA and Chairperson of Benazir Income Support Programme (BISP), while other Guests of Honour included His Excellency Mr. Jean-Francois Cautain, Ambassador of the European Union Delegation to Pakistan, and Her Excellency Ms. Sewa Iamsal Adhikari, Ambassador of Nepal to Pakistan.

The first session for the day was 'New Opportunities – The Social Sectors'. The session included presentations on the status and work being done on immunisation, health and education by the RSPs and partners.

Presenting on 'Immunisation through Local Support Organisations (LSOs)', Mr Bashir Anjum, Specialist Social Sector RSPN, talked about how the community institutions are being used to tackle various social issues, and in this case, immunisation against diseases.



Following his presentation, Ms Saima Zafar from Jubilee Insurance gave a detailed presentation on community health insurance being provided by Jubilee Insurance under the EU funded SUCCESS Programme. Jubilee Insurance has signed hospitals on their panel in all eight districts of the SUCCESS Programme. Beneficiaries who are eligible for micro health insurance (MHI) can take their MHI card to the panel hospitals for covered treatment. This shows how the private sector can engage in social responsibilities.

Ms Irum Anees, Education Manager from Institute of Rural Management (IRM), presented on the smart schools that IRM has established. Pakistan ranks 113 out of 120 in the Education Development Index. Therefore, to support the Government of Pakistan in faring better in the index, since the inception of the idea in 2015, IRM has so far established 45 schools in Punjab and Sindh with a total enrolment of 1600 students. Under this initiative, IRM enables the students to complete five years of non-formal education by providing multi-grade classroom learning through grades 1 – 5. Upon successful completion of primary school, IRM Smart-School students (Age 14 – 16) are provided with an option to either mainstream into formal education or acquire skill based training at IRM's Vocational Training Centres.

Strategy Session: People's Institutions at the Centre of Community Driven Development (CDD)

In this session, representatives from different LSOs presented on the process of mobilisation, the challenges of women's mobilisation in Balochistan, working in post-conflict environments – the case of Federally Administered Tribal Areas (FATA), and communities achieving Sustainable Development Goals (SDGs).



Ms. Fatima of Sangeera LSO from District Tharparkar, Sindh (TRDP), presented on the three tiered structure and the process of social mobilisation. After organising into COs, VO, and LSOs, the community institutions have so far achieved the following:

- Trained CRPs – accessibility increased
- MIPs, VDP and UCDP developed at CO, VO and LSO levels
- Community assets created and income increased
- Coordination and networking with government and donors improved
- Tree plantation – linked with girls' marriages to tag the trees, (8000 plants)
- Campaign launched to discourage early marriages and unnecessary dowry expenditures – mobilising parents to give secondary school certificates to their daughters in dowry
- Established Seed Bank to provide improved seeds to farmers (600 farmers)
- Social and gender inequalities reduced and social taboos threatened

The LSO has also obtained Rs. 1.50 million CIF in 2015. It has disbursed the fund in two villages on the basis of Poverty Scorecard (PSC) Survey: Rs. 500,000 to 25 beneficiaries in 2016, and Rs. 100,000 to 5 beneficiaries in 2017, which has resulted in increased income and assets of beneficiary members. The funds were recovered in time.

- Outstanding: Rs. 264,000/-
- Timely Recovery: (100%)
- Bank Balance: Rs. 1,519,000/-

Mr. Aftab Ahmed, Programme Manager Operations SRSP, and activists from Kurram Agency presented on working in the post conflict environment of FATA.



Ms. Abida of Gindhar Local Support Organisation, District Mastung, Balochistan (BRSP), presented on the challenges that women face while participating in community/economic activities in Balochistan. After giving a brief overview of the LSO, Ms. Abida said that when they formed their community institutions, the women faced a plethora of challenges, such as:

- People used humiliating language and unleashed dogs on women to stop them from working.
- Local influential recommendations were not given weightage during assets distribution. Therefore, in reaction, her husband was transferred to another town.
- Continuous threatening to stop the activities of LSO.

The LSO remained steadfast, carried on with their work and has achieved a lot in a short span of time. The LSO, formed in 2008, has formed various government linkages, and has carried out various skills training sessions for the women.



Ms. Rumana Bashir of LSO Dari Azeem Khan, Rahim Yar Khan, Punjab (NRSP), presented on the efforts of communities in achieving SDGs. Under NRSP's programme Water, Immunisation, Sanitation and Education (WISE), the LSO has been working on improving the quality of life of rural communities through behaviour change enhanced knowledge and skills, and increased access to basic services. The LSO has carried out: water quality tests to check if the water is potable; various immunisation and vaccination campaigns for children; solid waste management; and education and enrolment campaigns.

Following presentations by the LSOs, Mr. Nadir Gul Barech, CEO BRSP, talked about mainstreaming *madrassahs* project in Balochistan to carry out the social mobilisation process more smoothly. The buy-in of the *madrassahs*, as they have a very strong influence in the province, will assist in scaling the work all over Balochistan.



Remarks by Guests



Ms. Memon, the Chief Guest, commended the work of RSPs and RSPN across Pakistan saying that their approach to social mobilisation through Community Driven Development is phenomenal for alleviating poverty, and desired to partner with RSPN and RSPs for furthering the efforts for poverty reduction. About 5.4 million women draw benefit from BISP and receive a quarterly stipend as a part of social safety net. While the BISP focused on poverty management, Memon acknowledged that RSPs' approach and efforts were focused on poverty alleviation. "I have seen the successes of Community Driven Development approach of RSPs, and we want to work together to replicate this approach to alleviate poverty. Since RSPN and RSPs have a proven model and both RSPs and BISP work across Pakistan, we can form a partnership to maximise the impact on people's lives," she suggested.



Ms. Sewa Iamsal Adhikari appreciated RSPs Community Driven Development approach. She suggested that women activists should establish enterprises to collectively sell their goods through another enterprise working near the target markets and share the profit by minimising the role of middlemen. She also said that Nepal was interested in replicating and applying the BISP model, and in this regard a delegation from Nepal would visit Pakistan soon.

Mr. Jean-François Cautain said that the EU had witnessed the quality and impact of RSPs work on rural poor communities across Pakistan, which was highly impressive. That is the reason that the Rural Support Programmes are the second largest EU fund recipients in Pakistan. He said that the key objective of EU's support to the RSPs was to contribute to poverty alleviation and support democracy. "We value our work in Pakistan and particularly focus on strengthening pro poor policies and bottom-up approach, he maintained.



Highlighting why the RSPs are the second largest EU fund recipients in Pakistan, the Ambassador said that RSPs sustainable projects contribute to poverty alleviation in the country. “The reason EU supports RSPs is the effective and on time implementation of projects,” he said.

The EU Ambassador also appreciated Ms. Marvi Memon for announcing to form partnership with RSPs, saying that RSPs' joining hands with national level programmes of the government would certainly address the issues of poverty and ensure sustainability of development work.

Closing Remarks



The retreat focused on not only showcasing the work of community institutions but also the importance of private sector links and RSPs' own work on enterprise development. Ms. Shandana Khan, CEO RSPN, while giving the closing remarks, thanked all the participants for taking time out and participating and contributing greatly to the Retreat, and making it a tremendous learning experience for everyone. She especially thanked the provincial governments for ensuring representation and their continued support.
