

# FATA DEVELOPMENT AUTHORITY



## ANNUAL REPORT 2013-14



PLANNING & DEVELOPMENT DEPARTMENT,  
FATA DEVELOPMENT AUTHORITY, PESHAWAR  
[www.fatada.gov.pk](http://www.fatada.gov.pk)

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# TABLE OF CONTENTS

<b>S. NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
<b>1</b>	<b>GOVERNOR'S MESSAGE</b>	<b>1</b>
<b>2</b>	<b>CHIEF EXECUTIVE'S REMARKS</b>	<b>2-3</b>
<b>3</b>	<b>OVERVIEW OF ANNUAL DEVELOPMENT PROGRAMME</b>	<b>4-6</b>
<b>4</b>	<b>SMALL DAMS/POWER SECTOR</b>	<b>7-8</b>
<b>5</b>	<b>MINERALS SECTOR</b>	<b>9-10</b>
<b>6</b>	<b>SKILLS DEVELOPMENT SECTOR</b>	<b>11-12</b>
<b>7</b>	<b>INDUSTRIES SECTOR</b>	<b>12-13</b>
<b>8</b>	<b>AUXILIARY SUPPORT</b>	<b>13-15</b>
<b>9</b>	<b>CONCLUSION</b>	<b>15</b>

## 1. GOVERNOR'S MESSAGE



The Federally Administered Tribal Areas have been very richly endowed with vast natural resources and by effectively harnessing this potential immense economic activity could be generated in the area which would go a long way in denying space to extremists and their anti-state designs. FATA Development Authority was established around 8 years ago (in 2006) to help achieve this goal. This report prepared by the Authority for the year 2013-14 affirms that while capitalizing on the cooperation of the local tribes and other stakeholders, it was able to carry out most of its development activities smoothly as planned.

2. The report reveals that some projects were completed successfully during the year whereas projects of longer gestation periods, such as mineral exploration and development, remained in progress. It is hoped that such projects once completed would attract huge investments in FATA and would thereby put the tribal areas firmly on the path towards sustainable development.

3. As for the projects completed during the year, the three new small dams will bring a large area under cultivation. The people of the area now will have regular source of income in the farming sector. In addition to agriculture, the dam sites will also encourage tourism and healthy recreational activities. FATA DA should expedite work on the ongoing dam projects so that the expected benefits accrue to the people at the earliest through economic development.

4. Under the Skills Development Program, FATA DA has been training around 2000 youth every year in the market oriented skills. However, keeping in view the importance and quick impact of such trainings on the livelihoods of tribal youth, the Authority has been directed to expand the scope of the programme to training at least 10,000 youth per year. FATA youth will now have better opportunities for engagement in productive activities by establishing their own businesses and getting employment within the country and abroad.

5. Here I would like to add that regular and effective monitoring plays a key role in the successful implementation of projects within their stipulated timeframe. The Authority should therefore take necessary steps to improve and strengthen its monitoring of the ongoing projects in order to highlight issues if any for timely remedial action and course correction.

6. Since time is of great importance to counter the multifarious challenges faced in FATA, I call upon the management of FATA DA to make all out efforts for speeding up the process of economic transformation of FATA, and in particular to accelerate the pace of work on projects which remained slow during the period. FATA DA should also transform itself and work according to sound private sector principles rather than like another Government department.

SARDAR MEHTAB AHMAD KHAN

## 2. CHIEF EXECUTIVE'S REMARKS

During the year 2013-14, the dedicated team of FATA Development Authority pursued work on various projects in the mandated sectors of Small Dams, Industries, Skills Development and Minerals with renewed vigor and it gives me pleasure to state that the Authority was able to achieve most of its targets for the year within the available resources. Before outlining some of the highlights, let me mention that in its endeavors FATA DA benefitted immensely from the able guidance of the Hon'ble Governor, Khyber Pakhtunkhwa, and deft steering by the Board of Directors. Moreover, the Authority also profited from close-coordination and help of the FATA Secretariat, the Political Administration, FATA Parliamentarians and other stakeholders.



2. The following is a summary of the key achievements during the period:

- i. To increase the cultivated and irrigated area of FATA through construction of dams in various Agencies/FR, three new dams: Zoa (Khyber Agency), Moto Shah (Mohmand Agency) and Sheen Kach (FR Tank) were completed. An additional area of 910 acres can now be irrigated with completion of these dams. In addition, work on other dam projects remained in progress.
- ii. The importance of skilled manpower for speedy improvement of livelihoods badly affected by the ongoing conflict in FATA is widely acknowledged by all stakeholders. In the Skills Development Sector, 2800 men and 2660 women were trained during the year under various training projects raising the tally of skilled youth in FATA to approximately 7000 men and 14000 women respectively. A remarkable contribution of these trainings lies in improving livelihood of women - the most vulnerable segment of FATA population. Random feedback from the beneficiaries reveal that women trained in trades from stitching to dress designing are now making sizable contribution to their household incomes and families are now in better position to send their children to schools. However, FATA DA, despite its earnest efforts, could not succeed in arranging soft loans to the skilled youth for setting up their own small businesses/SMEs. The Authority is actively pursuing the matter with the concerned organizations and is hopeful that the intervening bottlenecks, such as modalities of loan disbursement and recovery etc, will be resolved in the year ahead.
- iii. Industries based on indigenous raw material could play a vital role in speedy economic development of the tribal region. To facilitate this and introduce the much needed industrial culture in the area, work on the different components of the Mohmand Marble City was accelerated. Since the initiative has received very encouraging response from tribal and non - tribal entrepreneurs, the Authority is exploring options for establishing similar facilities in southern FATA and other feasible locations. Needless to say that funding levels will have to be enhanced to initiate such mega projects



in future.

- iv. It would not be an overstatement to say that the immense mineral potential of FATA holds the key towards sustainable economic development of the tribal borderland. To explore and identify new minerals and to quantify deposits of ores already identified, the Authority has initiated a number of exploration projects. Such projects are of longer gestation but the ongoing work made satisfactory progress during the year. Moreover, for enhancing minerals productivity, efforts to facilitate access to mineral bearing areas through road networks have been maintained during the period. A total of 41 kms approach roads completed in different parts of FATA have resulted in marked increase in the extraction of minerals from mines in these areas.

3. FATA is passing through the most turbulent times of its history and the challenge of delivering tangible results in such a milieu is visibly arduous to say the least. However, we in FATA DA, firmly believe that the path towards sustainable peace in the region is routed through speedy sustainable economic development; and that there is no option but to rise up to the challenges and deliver in the face of prevailing adversities. Our commitment to this belief is duly bolstered by our tangible achievements year after year. We are, therefore, confident that our projects in the different mandated sectors would be completed in time and would stimulate economic growth and development in the area through enhanced opportunities of investment and employment; and this would ultimately result in lasting peace in the region.

FIDA MOHAMMAD WAZIR

### 3. OVERVIEW OF ANNUAL DEVELOPMENT PROGRAMME

For the year 2013-14, FATA Development Authority received a pledge of funds from the FATA Secretariat to the tune of Rs. 1658 millions as ADP allocation and the same was fully released. Out of the released funds, Rs. 1636.708 million (99%) were utilized by the end of the year under different sectors/projects. Sector - wise detail is given below:-

(Rs. in millions)

S. No	Name of Sector	Allocations	Releases	Expenditure	% Utilization against Releases
1	Small Dams/Power	729.337	729.337	721.807	99%
2	Industries	299.232	299.232	299.232	100%
3	Minerals	185.480	185.480	185.480	100%
4	Skills Development	349.007	349.007	335.245	96%
5	Research & Development	94.944	94.944	94.944	100%
Total		1,658.000	1,658.000	1,636.708	99%

Physical achievements during the period in the above sectors are summarized below:

#### SMALL DAMS/POWER

- The following three dams were completed:
  - Zoa Small Dam, Khyber Agency
  - Moto Shah Small Dam, Mohmand Agency
  - Sheen Kach Small Dam, FR Tank
- The following dams are due for completion by 30-6-2015:
  - Raghagan Small Dam, Bajaur Agency
  - Kand Small Dam, North Waziristan Agency
- Work on other dams remained in progress
- Feasibility studies of small dams also remained in progress
- 12 villages were provided solar energy during the year.

## INDUSTRIES

Work on the major project of Mohmand Marble City (MMC) was accelerated and the following results were achieved:

- Approach road to MMC - completed
- Grid Station - completed
- Sewerage Line by PASDEC - remained in progress
- Water Reservoir - completed
- Boundary wall: 11400 running feet - remained in progress
- 14 km road - remained in progress
- Construction of 9 picquetes - remained in progress
- In the 1st Phase, 86 Investors deposited Rs 0.25 Million each as 1st installment of their plots cost
- Allotment letters to successful applicants of Phase - I were issued

## MINERALS

- 41 kms approach roads to mineral bearing areas completed.
- Meetings held with oil & gas companies holding exploration licenses for commencing work.
- Work on different minerals exploration projects remained in progress

## SKILLS DEVELOPMENT

- 2800 boys trained in different trades under Institution Based Programme
- 3044 boys imparted on - job training under Field Internship Programme
- 2099 boys provided training in entrepreneurship skills under Entrepreneurship Programme
- 1960 women trained in the Women Skills Development Centers (WSDCs) across FATA
- 700 women trained under the Joint Venture Program



Further details of the sectors and its projects including financial utilization and physical progress are given in the sectorial chapters of this report.

## OVERALL PERFORMANCE

The overall performance of the Annual Development Programme 2013-14 remained generally satisfactory. During the course of implementation of projects, the bottlenecks/disputes that surfaced were amicably resolved with the help of Political Administration and other stakeholders. Resultantly, their fallout on the ongoing works was largely minimized. On the whole, the Authority benefited from keen interest of the Governor Khyber Pakhtunkhwa and his directives on various occasions have been instrumental in improving its performance on ground.



Governor Khyber Pakhtunkhwa is chairing a meeting of FATA DA

## 4. SMALL DAMS/POWER SECTOR

Keeping in view its importance, FATA DA since its establishment in 2006, has given top priority to this sector and has taken steps for the increase in the irrigated land which play key role in the economic development of the area. In this connection, a number of small dams have been initiated of which five have been completed. More than 50% of the development budget has been allocated to Irrigation/small dams sector to ensure construction of maximum dams.

The strategy adopted, inter-alia, was to take forward the Perspective Planning Report prepared in 2005 in which many potential dams sites have been identified. The study had identified these sites based on their hydrological, geological and social features. FATA DA, after its establishment, immediately launched projects to carry out detail feasibility studies and designs of these sites in phases. Construction of five dams (Dargai Pal in SWA, Dandy in North Waziristan Agency, Zoa in Khyber, Moto Shah in Mohmand and Sheen Kach in FR Tank) by FATA DA has started to bear results. Construction of these dams for storage of the flood waters and its utilization for irrigation and drinking purposes, which is otherwise wasted, has proved very successful. This has also resulted in controlling soil erosion and inundation of fertile agriculture land by floods in the local streams. Approximately 3825 acres are now being irrigated from these dams. On the one hand, the local people are cultivating different crops in these areas and on the other fisheries, wildlife and other activities have been created. Moreover, picnic spots have been established in the vicinity of these dams.

Moreover, FATA DA has initiated a number of new projects on the directives of Governor Khyber Pakhtunkhwa which are under different stages of implementation. Construction of small dams on feasible sites will provide additional area for irrigation purposes. Though FATA DA constructs dams relatively smaller in size but some medium and large dam-projects are also found feasible, which will be extremely beneficial. In this connection, feasibility study of two dams in Khyber Agency (Bara Multipurpose dam and Jabba drinking water dam) has been completed by FATADA. However, these dams require huge funds which FATA DA cannot implement in its limited allocations. These dams have been taken up with different authorities for implementation but are yet to be constructed by any organization. If Bara dam is constructed, about 41,000 acres can be irrigated in addition to 6.8 MW electricity generation. Moreover, the Jabba dam will provide clean drinking water to Jamrud area of Khyber Agency and Hayatabad town of District Peshawar in addition to flood mitigation.

Besides, keeping in view the energy crisis in the country particularly in FATA, FATA DA has also initiated the solar energy program. So far solar energy has been provided to 58 villages in different Agencies / FRs under this program.

Against the released funds of Rs. 729.337 million, Rs. 721.807 million were utilized during the year under this Sector.

## Details of Projects

The following projects remained at various stages of implementation:-

S.No	Name of Scheme	Cost (Rs. in Millions)	Date of Completion	Exp during 2013-14 (Rs. in Million)	Total Exp (Rs. in Million )	Total Physical Progress
i.	Zoa Small Dam, Khyber Agency	142.000	June 2014	102.481	139.943	Completed
ii.	Moto Shah Small Dam, Mohmand Ag	191.600	June, 2014	58.687	127.975	Completed
iii.	Sheen Kach Small Dam, FR Tank	189.230	June, 2014	94.154	185.746	Completed
iv.	Gandao Dam (Mohmand Agency) (Drinking Water)	449.00	Dec, 2015	124.033	248.144	32%
v.	Raghagan Small Dam (Bajaur Agency)	195.983	Dec, 2015	31.622	50.087	Near Completion
vi.	Kand Small Dam (NW Agency)	198.145	Dec, 2014	66.919	166.934	Near Completion
vii.	Chao Tangi Dam, SWA	798.000	June, 2016	-	-	Award of contract in process
viii.	Provision of Solar Energy to Villages	748.600	June, 2015	201.896	362.016	58 villages

The above projects will irrigate an additional area of 6224 acres which will make about 25000 people on jobs besides overall social and economic development of the area. In addition, clean drinking water will be supplied to about 22000 persons of the area through construction of Gandao dam in Mohmand Agency. Presently, the locals are suffering badly due to non availability of clean drinking water.

## IMPACT

As a result of completion of five dams, the locals now cultivate different crops in these areas which has become a source of income. In addition, the menace of soil erosion and inundation of fertile agriculture land by floods in the local streams has been minimized. Moreover, picnic spots have been established in the vicinity of these dams where local people particularly the youth enjoy their spare times. Solar Electrification Programme of FATA DA has solved the energy problem of the locals to a great extent.

## 5. MINERALS SECTOR

Approximately 85% of the entire FATA has been geologically surveyed. Preliminary geological studies during the past indicated presence of 24 different minerals. The available geological information provides evidence that FATA has good mineral potential as exists in similar geological environments elsewhere in the world. This mineral potential can be well utilized for sustainable socio-economic development of FATA. The Government has, therefore, launched a major policy initiative to expand mineral development activities in FATA, enhancing contribution of this sector in providing support to the economic uplift programs and poverty alleviation.

The following table shows details of major minerals which exist in FATA:

(Million Tons)

S.No.	Name Of Mineral	Indicated Reserves (Approx :)	Proven Reserves	Present Extraction
i.	Marble	10,000	7000	1.2
ii.	Manganese	5	2	0.020
iii.	Chromite	10	3	0.050
iv.	Coal	81	8	0.200
v.	Copper	35	8	-
vi.	Soapstone	6	3.2	0.013
vii.	Gypsum	200	137	0.10
viii.	Silica Sand	600	537	-
ix.	Dolomite	11	11	0.050
x.	Quartz	3	1	0.040
xi.	Granite	Inexhaustible	60	-
xii.	Marl	20	10	-
xiii.	Cement grade Limestone	800	460	1.500

FATA Development Authority, since its establishment has been mandated to carry out initiatives for accelerated extraction of the identified minerals on scientific lines. Accordingly, a number of mineral exploration and infrastructure development projects have been initiated which would provide sound basis for planning mineral sector activities on scientific lines. This will restore the confidence of private sector and would lead to investment in FATA, resulting in generation of employment and supply of indigenous raw material to the local industry. It is mentionable that FATA DA has so far completed various approach roads which are considered as a pre-requisite for extraction of these minerals.

Preliminary results of the initiatives have been promising. The Authority is presently implementing minerals exploration and development projects all across FATA. These include identification, evaluation

and resource estimation through detailed geological exploration including mapping, aditing, drilling, chemical analysis & pilot plant scale studies of the identified minerals and out-sourcing of the established mineral deposit. For this purpose, MOUs have been signed with different specialized organizations.

The released funds of Rs. 185.480 million of this sector were fully utilized by 30th June, 2014.

Main projects of Minerals Sector on which work remained in progress are given below:-

S.No	Name of Scheme	Cost (Rs.in Millions)	Date of Completion	Exp during 2013 - 14 (Rs. in Million)	Total Exp (Rs. in Million)	Total Physical Progress
i.	Investigation & Evaluation of Manganese Prospects in Bajaur/ Mohmand Agencies	80.147	June, 2015	6.496	56.921	80%
ii.	Exploraton for Coal in FR Shirani, FR DIK	92.772	June,2014	1.809	78.169	Completed
iii.	Metallic Minerals Exploration in Bajaur and Mohmand Agencies	152.166	June,2015	2.691	2.691	10%
iv.	Exploration of Precious Stones in Bajaur/Mohmand Agencies.	42.076	June, 2015	7.607	39.051	80%
v.	Exploration and Development of copper in N.W. A	172.722	June, 2015	-	82.425	50%
vi.	Source Rock Mapping/ Hydrocarbon Potential	80.327	June, 2015	5.00	46.490	85%
vii.	Construction approach Roads to Mineral Bearing Areas	797.726	June, 2015	142.973	397.446	153 kms

## IMPACT

The completed roads has increased the production of different minerals from 0.80 million tons to 2.30 million tons per annum. As a result, the income to the government exchequer and locals has been enhanced. Moreover, more jobs have been created. Completion of the remaining exploration projects will be a great source of value addition to various minerals. New mining clusters will be made accessible which will pave way for development of these areas on fast track basis and bring prosperity for the local inhabitants.

## 6. SKILLS DEVELOPMENT SECTOR

FATA DA has given due priority to Skills Development Sector by launching a number of projects in its ADP. Skills trainings to FATA youth are imparted in the best and reputed training institutes of the country with state of art facilities. There are a large number of success stories of youth trained by FATA DA. Some of them have found jobs abroad and are sending remittances to their families. The result is that families of these trained youth are living a happier life.

The male youth, after acquiring training in market need-based skills, not only find jobs within the country and abroad but also start their own small businesses. Resultantly, they generate different jobs in businesses for others in the area. This multiplier effect has somewhat changed the environment of the area. Youth previously wasted their time are now busy in constructive activities. Those considered a burden for their families are now respected due to their changed status.

Role of women in any society cannot be over emphasized. In this modern era, change can only come if women play an active role in the economic development. In this connection, Women Skills Development Centers have been established all across FATA. In addition to the traditional trades of tailoring, knitting and embroidery, some new initiatives are also taken. They are also trained in cooking, beautician and interior decoration etc. Till date more than 14000 women are trained with a large number of success stories. Not only are they trained in various skills, these centers also are used as Community Centers. They interact and learn from each other and also get an opportunity to have a quality, constructive time outside their family routines.

An amount of Rs. 349.007 million was released to Skills Sector during the year out of which Rs. 335.245 million were spent.

Details of projects initiated so far under Skills Sector are given below:

S. No	Name of Scheme	Cost (Rs. in millions )	Date of Completion	Exp during 2013-14 (Rs. in Million)	Total Exp (Rs. in Million)	Total Physical Progress (No of trainees)
i.	Women Skills Development Centers in FATA	381.121	June, 2015	53.584	107.127	14407
ii.	FATA Youth Skills Development Programme (Institution-Based)	398.028	Dec, 2016	186.524	353.330	7126
iii.	FATA Youth Skills Development Programme (Field Internship)	178.203	June, 2016	34.613	156.663	3200

iv.	Skilling FATA Through Joint Venture	122.803	Dec, 2015	19.956	26.069	2789
v.	Skill Development & Entrepreneurship Training Program	196.209	Dec, 2016	40.568	60.030	2099

## IMPACT

Men, who have been provided skills trainings by FATA DA have started their own small businesses, found jobs in and outside the country. Most of the women have become a source of earning for their families which resulted in providing education and health facilities to their children. FATA DA has planned to scale up these training in terms of quality, numbers and trades.

## 7. INDUSTRIES SECTOR

A number of industrial units including Marble, Stone processing, Weaving and Hunting & Sporting arms in cluster form are running in FATA. Service entities dealing mainly in trading, distribution, retailing, custom clearance and transportation are also operating through the length and breadth of FATA. However, some problems like poor infrastructure, shortage of skilled labour, power shortages, locational disadvantage and on top of all absence of Regulatory Framework are hurdles to investment in FATA but incurring high cost of doing business. The overall benefits of industries are to create employment opportunities and economic uplift of the people/area and create value addition to the available natural and human resource.

Based on these problems faced in FATA, work on the mega project of “Mohmand Marble City (MMC)” was initiated. The Mohmand Marble City is an industrial estate with tremendous investment and growth opportunities for the entrepreneurs through infrastructure availability. The Marble City will be equipped with dedicated infrastructure, regular power & utilities availability within the same vicinity which will substantially reduce the cost of doing business. It is estimated that in addition to other economic benefits, Marble City will generate more than 18000 direct and indirect job opportunities in the area where unemployment is rampant. After establishment of MMC, available marble and other minerals can be processed into products compatible in the international market.

The released funds (Rs. 299.232 million) of the Sector were fully utilized.

Work on the different components of MMC remained as under:

- Approach road to MMC - completed
- Grid Station - completed
- Sewerage Line by PASDEC - remained in progress
- Water Reservoir - completed

- Boundary wall: 11400 running feet - remained in progress
- 14 km road - remained in progress
- Construction of 9 picquettes - remained in progress
- In the 1st Phase, 86 Investors deposited Rs 0.25 Million each as 1st installment of their plots cost
- Allotment letters of successful applicants of Phase-I were issued

## 8. AUXILIARY SUPPORT

### I. Board of Directors:

Board of Directors in its meeting held on 20th December, 2013 discussed a number of items which included development projects. The members of BOD took keen interest and gave their valuable inputs. In addition to development projects, the BOD approved the following items:

- i. The FATA Development Authority employees (Contributory Provident Fund) Standing Order, 2010.
- ii. Amendment in rule-14 (2) of FATA DA Employees (Appointment against project posts) Standing Order 2011.
- iii. Amendment in Rule-9 of FATA DA Employees (Appointment, Promotion and Transfer) Rules, 2008.



FATA DA Board of Directors Meeting



## II. Monitoring & Evaluation

Need for an effective Monitoring and Evaluation (M&E) system to keep the modern day organizations on path towards their desired goals/ objectives has been universally acknowledged and has lately become a specialized subject in its own right. For FATA DA, an effective M&E system should provide an empirical basis whereby its management is able to conduct on-ground verifications and assessments of the development interventions in FATA to ensure that a project's outputs and outcomes remain in sync with what has been planned. A sound M & E system should therefore deliver efficient utilization of resources by affording timely opportunities of course correction if needed. Moreover, it should be able to establish the much needed institutionalized framework of objective accountability that is vital for efficient project management. FATA DA has taken practical steps during the period towards such a robust and institutionalized system of M&E.

So far FATA DA's monitoring efforts have been guided by the standard Planning Commission requirements stipulated within the PC-III a & b forms. During the year, 36 field visits to various projects/schemes were conducted for verification of progress. Shortcomings/deficiencies detected were of various nature. These shortcomings have been duly taken up and addressed through appropriate actions by the regular review meetings of the higher management.

In addition, as pointed out above, during the year FATA DA has also made strides towards modernization and innovation of its monitoring processes and mechanisms with the help of technical support from USAID funded "FATA Institutional Strengthening Project (FISP)". Work is in progress on automating the standard PC forms. This will facilitate compliance to the Planning Commission's prescriptive regime in an efficient manner while at the same time creating a reliable and easily accessible databank of project related information.

As for innovation, FATA DA has gone a step further than merely improving the existing manually operated procedures with the help of automation. It has adopted a fully automated customized M&E system entitled as "Performance Monitoring and Reporting System (PMRS)". When fully operational, the PMRS would be an on-line system whereby a project's performance could be monitored at all the levels of the management on a set of specific pre-determined performance indicators (PIs) for all the mandated sectors of FATA DA. An elaborate M&E Framework has also been drafted which clearly defines the roles and responsibilities of the various tiers of management for the purpose of institutionalizing the PMRS. We, at FATA DA, are confident that these measures, when fully in place, would result in the requisite institutional strengthening of our M&E mechanism and enable us to secure optimal results of our development interventions in the challenging environment of FATA.

## III. Information Technology

Following IT related activities were taken up in the year 2013-14:

A wired Local Area Network of 185 nodes for Phase-I and 540 nodes for Phase-II of the

building was completed. A well-equipped Server room is functioning in the IT Office. Similarly, the Local Phone exchange facility has been provided through Grandstream IP PBX installed in the server room. Grandstream VoIP Phones have been provided to 104 users through the Local Area Network. Biometric Attendance Machine is successfully being used for the Head Office employees, while new Biometric machines are planned for project employees in the next year. Similarly, acquisition for Asset Management System is also planned for next year.

## 9. CONCLUSION

The Annual Report reveals that performance of the Authority in term of funds utilization and physical progress was generally satisfactory as despite unrest in some areas, development activities were carried out in the Agencies/FRs. In order to ensure smooth implementation of projects, the Authority had to devise a strategy by diverting funds from troubled areas temporarily to peaceful areas where work on different projects was progressing well. As a result, the funds released by the Government were almost fully utilized with significant physical achievements, particularly under Small Dams and Skills Sectors.

It was noticed during the year that the projects implemented by FATA DA had a tangible impact. As the achievements under economic sector always have multiplier effect which bring positive changes in the economic development of the area and standard of living of the local population, therefore, the beneficiaries (tribal people, Maliks and Parliamentarians) always appreciated the works and also demanded further expanding them. Though the direct benefits of the major projects under economic sector are immense but those of quick impact projects like skills development are comparatively more fruitful. Therefore, FATA DA kept this sector on high priority owing to their popularity and impact.

The performance of the Authority was reviewed periodically at all levels including Governor, BOD and Chief Executive which enabled FATA DA to carry out the works more vigorously. In addition, the role of FATA parliamentarians, Pak Army, FATA Secretariat and the tribesmen is also commendable. They extended full co-operation and help whenever they were approached.

Although the challenges and constraints are there and the development lag between the tribal areas and the rest of the country is wide, FATA DA would continue to undertake endeavors to bridge this gap. FATA DA hopes that its performance during next years will further improve keeping in view the lessons learnt in the past in implementation of its projects.

Bridging the existing wide development gap requires huge funds. Therefore, FATA DA expects more funds from different sources. The Authority ensures transparent, timely and prompt utilization of these funds with corresponding physical achievements.

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