



# FATA: VISION 2020



Strategic Framework and Investment Program

Pakistan Poverty Alleviation Fund

First Edition 2012



*Excerpts from **Rahman Baba**'s poetry dedicated to the brave and resilient people of Khyber Pakhtunkhwa, who have shown the mettle and stood tall in extremely difficult times against the violence and ferocity unleashed on them over the last one decade or so.*

*Do not be obliged to anyone but God;  
Be a fruitful tree on a dry stone of the mountain.*

*If you desire flowers and fruit like a tree,  
Stand in front of the sun and give shade to the poor.*

*If the desire for heaven moves your heart;  
Be humble in the house of that beloved.*

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The Second Daftar---D-206 from "**The Poetry of Rahman Baba: Poet of Pakhtuns**" - Translated by Robert Sampson and Momin Khan

**Abdur Rahman Baba** (1653–1711) was a Pashtun poet from Peshawar (Khyber Pakhtunkwa, Pakistan) in the Mughal empire. He is considered to be one of the most popular poets among Pashtuns in Afghanistan and Pakistan. His poetry expresses a peaceful mystical side of love, passion, culture and brotherhood.



## Foreword

Over a decade of experience has given PPAF a unique operational insight and perspective on areas that are unserved, where terrain is inhospitable, institutional and communication infrastructure is tenuous at best, and where few choose to invest. The multi-faceted conflict, within the Federally Administered Tribal Areas (FATA) as well as across the border, over several years has turned FATA into a crisis zone with broken down political and administrative system and strained social fabric. This is attributable to absolute poverty, lack of opportunities, scarce resources, and disregard for human rights.

FATA presents a unique set of challenges in terms of achieving meaningful outcomes and impact which are inclusive and sustainable. PPAF has availed this opportunity to formulate its FATA Vision: 2020, which analyzes the past and present situation in order to inspire efforts toward a prosperous future. This strategy fundamentally, sensitive to the dynamics of conflict and basing analysis on its root causes, focuses on consolidating peace and achieving livability by improving governance, bringing about economic vibrancy, community camaraderie, access to services and infrastructure. This is best done through capacitating communities to take charge of their own lives. Prudently, the strategy proposes interventions in the areas of: institutional development, livelihood enhancement, and protection, skills development, health, education and disability, water and infrastructure, disaster preparedness and management, and youth development employing a process that supports those who have suffered the most.

This strategy is timely as not only the Government of Pakistan is according priority to FATA but the global community, out of concerns for regional and global stability, is realizing the necessity for investment in border areas of Pakistan. Hence, the strategy seeks coordination and collaboration with various tiers of government and international development agencies. The strategy is backed by a US\$108 million investment program, planned to be implemented over a period of 9 years through active participation of communities of various agencies and regions.

Formulation of this multipronged strategy and the phased investment program has been a demanding task, involving a critical analysis of existing literature, consultations with stakeholders, and sifting through the complex web of factors embedded in historic, political, economic, and social realities. I take this opportunity to acknowledge Uzma Nomani, Manager-Water & Energy, who produced this document under the guidance of Zaffar Pervez Sabri, Group Head-Energy, Infrastructure and Disaster Management and with the active support of Kamal Afridi, General Manager-Water & Energy.

I wish to extend our sincere gratitude to Naveed Ahmad Shinwari, Chief Executive-CAMP, and Muhammad Tariq, Chief Executive-SABAWON for serving as peer reviewers.

Our collective challenge at PPAF is the effective implementation of this strategy.

September 14, 2012

Qazi Azmat Isa  
Chief Executive Officer



## ***Abbreviations and Acronyms***

ADB	Asian Development Bank
ATTA	Afghan Transit Trade Agreement
BCC	Behavioral Change Campaign
CBDRM	Community Based Disaster Risk Management
CIG	Common Interest Group
CMST	Community Management Skills Training
DCO	District Coordinating Officer
FATA	Federally Administered Tribal Areas
FCR	Frontier Crime Regulations
FDA	FATA Development Authority
FLF	FATA Lawyers Forum
FRs	Frontier Regions
HED	Health, Education & Disability
HRVCA	Hazard, Risk, Vulnerability and Capacity Assessment
ID	Institutional development
IIUP	Integrated Infrastructure Upgrading Projects
ISPR	Inter Services Public Relations
IWEIP	Water Efficient Irrigation Projects
KP	Khyber Pakhtunkhwa
MDGs	Millennium Development Goals
MDTF	Multi-Donor Trust Fund
MSMST	Malik Saad Memorial Sports Trust
NyK	Nokri ya Karobar (job or enterprise)
PPAF	Pakistan Poverty Alleviation Fund
PASDEC	Pakistan Stone Development Company
PCNA	Post Crisis Needs Assessment
PIDSA	Pak-Italian Debt for Development SWAP
PO	Partner Organization
PSC	Poverty Score Card
PSDP	Public Sector Development Programme
SAFRON	Ministry of States and Frontier Regions
SCAD	Sindh Coastal Areas Development (Program)
SDC	Swiss Agency for Development and Cooperation
TARUCCI	Tribal Areas Rural-to-Urban Center Conversion Initiative
WBM	Water Balance Model
WEI	Water, Energy, and Infrastructure

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# EXECUTIVE SUMMARY

## **Executive Summary**

### **1. Situation Analysis**

Taking stock of the existing situation in terms of demographic trends, local assets and endowments, economic environment, governance and management, physical infrastructure situation, and role of various development agents helped gain perspective on strengths, weaknesses, and opportunities in the Federally Administered Tribal Areas. This aided construct a vision and pathways to that vision, identify key factors to consider in proposing PPAF's interventions, and allocate resources for development.

A broad based approach has been used for conducting situation analysis which involved literature review, opportunity analysis and envisioning exercise with the PPAF Partner Organizations working in FATA, discussions with Governor Khyber Pakhtunkhwa and officials of FATA Secretariat, and an informal exchange of views with educated youth of FATA undergoing an internship program at PPAF.

The devastating consequences of the prolonged conflict has undermined the gains whatsoever FATA had made over the years before the conflict. Today, economic dislocation, health and education crises, loss of assets or access to them, loss of social capital, loss of agriculture, creation of illicit livelihood opportunities, and disregard for human rights ail FATA. Underdevelopment is the leading cause. Consequently, 60% of the population lives below the national poverty line. Looking at literacy rate, income per capita, accessibility, and health index, all FATA agencies fall among bottom 23 districts/agencies of Pakistan with the lowest composite indicator.

### **2. Visioning FATA in 2020**

The vision: "By 2020 FATA is peaceful, economically vibrant, and livable," is a direct response to the instability and poverty of FATA. The strategy aims at building FATA by drawing on the power of local associations, i.e., the *jirgas*, local assets and endowments, local legal livelihood opportunities, and wide range of actors by forging effective partnerships. Behind this vision of peaceful, economically vibrant, and livable FATA, the strategy puts Institution Development & Linkages, Inclusion, Integration, Innovation, Investment, and Intactness of Environment & Society at the center to guide all PPAF's interventions.

### **3. Core Objectives**

The core objectives of the Strategy are:

1. To promote good governance and peace
2. To develop civic infrastructure in the agencies
3. To create a diverse economic base and business environment that builds on local assets, skilled workforce, innovation and value added production
4. To provide access to basic physical, health, and educational infrastructure

## 4. Strategic Guidelines

In order to have peaceful, economically vibrant and livable communities in FATA, the strategy speaks on the need for support along security, political-administrative, and socio-economic features of governance for reconstructing its infrastructure and re-creating and revitalizing its institutions. Many of the starting points for consolidating peace and promoting good governance fall in the sphere of the government but civil society organizations and international development community have to play their part: advocating for transparent and participatory governance and security; promoting participation of local communities in the development process and satisfying their basic needs.

Second, FATA requires building trust and social capital by having platform of civic engagement, access to information, philanthropic and volunteer activities, and interest groups to develop mutual trust to fuel the process of development. Similarly, it identifies the need for physical spaces to anchor community and promote civic participation.

Third, restoration and reconstruction of infrastructure and shelter, is the paramount requirement of the region. Access to health, education, water and energy, sanitation, and communication services need to be expanded through rehabilitating existing services, providing new services, and capacitating the staff. Alongside, behavior change campaigns need to be conducted to improve access to health and sanitation. Local, off-the-grid clean energy sources, such as micro-hydro and solar options have to be looked into to link up the isolated communities of FATA.

And fourth, the strategy reflects on the necessity for restoring livelihoods by building on local assets, skilled workforce, and value added production to strengthen current livelihood practices and put back life on track in the tribal agencies. The economic revitalization plan of FATA should look into the following: goods and services needed for local economic generation based on local assets; demands of goods across the border; women income generation activities and women specific businesses that could be developed and cooperatives formed to benefit from strength; and linking interest groups with markets both national and international.

Working at the community level, the interventions of PPAF will support government activities in improving its political administrative governance, and socio-economic governance in FATA through taking in local communities and youth in the development process, providing them with opportunities of legal employment to replace economies of violence, and fulfilling basic social needs of health, education, and infrastructure.

Alongside its peace and good governance initiatives, with a multi-sector approach, PPAF will invest in areas of institutional development, livelihood enhancement, and protection, skills development, education, health, disability, community physical infrastructure, disaster preparedness and management, and

youth development addressing the many ways poverty has stricken people in FATA and propose an all-encompassing strategy for prosperity.

## **5. Investment Program**

PPAF will work in FATA in three phases of 3 years each. The phase-wise selection of agencies and FRs depends on areas declared clear by Pakistan Army, and where IDPs are repatriating.

Tehsil will be the unit of intervention in the agencies. Out of 43 Tehsils in FATA, PPAF will work in 22 (50%) Tehsils, the selection of which will be based on these considerations: 1) Areas where Pakistan Army grants NOC; 2) Areas are contiguous; 3) Earlier investment is leveraged. The total population of these 22 Tehsils and 6 FRs is 2,597,621. Selected number of 50% Tehsils from the agencies is: Bajaur: 4, Mohmand: 3, Khyber: 2, Orakzai: 2, Kurram: 2, North Waziristan: 5, South Waziristan: 4.

Taking into account the low socio-economic indicators of FATA compared to the rest of the country, as manifestation of addressing national inequality, deepening of investment, and promoting socio-economic inclusion, PPAF will work with 1.86 million beneficiaries representing 70% of the population in the selected 22 Tehsils and all 6 FRs.

PPAF began its interventions in FATA in July 2011 in South Waziristan, the investment program covers interventions in 7 agencies and 6 FRs of FATA over a period of 9 years (including July 2011) from July 2011 to June 2020 in the areas of: institutional development; livelihood; skills development; health; education; disability; water and infrastructure; disaster preparedness; youth development and; media and communication. With an outlay of Rs. 10,223.69 million, equivalent to US\$ 108.88 million, PPAF will invest Rs 5,506.81 (US\$ 58.65) per beneficiary.

## **6. Effect and Impact**

The pressing issues of FATA cannot be addressed by a single player. PPAF's interventions are community level, community managed infrastructure and services. For higher levels of facilities, there is no alternative but the government. PPAF is looking toward a synergistic and symbiotic relationship with government and international development agencies to lend their expertise, share experience, and share development of components to create a lasting impact. The proposed US\$108 million is to rekindle activities in FATA by virtue of which there will be confluence of energies, snowball and spin-off effects. This is a preliminary figure and could be revised as and when more funds are made available.

PPAF will finance investments in FATA through three sources: the World Bank, Government of Italy, and fund raising by PPAF. The World Bank will finance 22.1% and the Government of Italy 77.9% of Phase I budget. For Phase II and III, PPAF will raise funds.

# INTRODUCTION

## **Introduction**

This document presents strategic framework and phased investment program for integrated interventions in the Federally Administered Tribal Areas (FATA). Part One provides a context for decision making by taking stock of the current situation by reviewing key demographic trends, identifying local assets and endowments, assessing economic environment, analyzing political situation, recording physical infrastructure situation, and analyzing role of various development agents in FATA. A broad based approach has been used for conducting situation analysis which involved literature review, opportunity analysis and envisioning exercise with the PPAF Partner Organizations working in FATA, discussions with Governor Khyber Pakhtunkhwa and officials of FATA Secretariat, and an informal exchange of views with educated youth of FATA undergoing an internship program at PPAF (Annexure-I).

The literature review and discussions helped answer major crosscutting questions essential to comprehend FATA dynamics:

1. What are the inherent human and physical assets of FATA?
2. How do the local social arrangements and local governance vary in the pre and post conflict situation?
3. What are the pre conflict dimensions of FATA that have to be carried forward?

This background information stimulated thinking for developing vision and pathways to that vision and key factors to consider in proposing PPAF's interventions.

Part Two of the framework synthesizes the current situation and issues of FATA to be addressed by broad strategies and presents a vision of what success would look like. It expands on the guiding principles of institutional development and linkages, inclusion, integration, innovation, investment, and intactness of environment and society to achieve FATA development vision. The framework then describes PPAF interventions to realize the vision, marks out agencies where interventions could begin in different phases, elaborates on approach and methodology, and presents a nine-year investment program and financing plan. At the end, the framework informs how PPAF interventions in the tribal agencies will be tracked over time.

The framework is aligned with the Government of Pakistan's priorities as outlined in the FATA Sustainable Development Plan 2007–2015 and international commitments-Millennium Development Goals. It addresses issues identified by donors in Post-Crisis Needs Assessment for KP and FATA, donors' interests as reflected through past and ongoing donor projects. Additionally, the Strategic Framework recognizes the global concern for peace in the tribal belt necessary for any intervention to be sustainable over time.

Part One:  
SITUATION ANALYSIS

# 1. HISTORY, GEOGRAPHY, AND DEMOGRAPHICS

This section takes stock of current situation through review of historical and administrative set up, demographics, governance and management, people and society, assets and endowments, business and economy, sources of funding for planned development, and recently completed and ongoing development activities. This baseline information will help gain perspective on strengths, weaknesses, and opportunities in the Federally Administered Tribal Areas to aid construct strategies for intervention and allocate resources for development.

## 1.1 History

Pursuant to the agreement signed between Sir Mortimer Durand of British India and Amir Abd-ur-Rehman of Afghanistan following the Second Afghan War in 1893, the frontier area stretching from the Khyber Pass and the highlands around Quetta was brought under the British Indian Empire. The boundary, called the Durand Line, ran through the tribal lands separating Afghanistan from the frontier area under British India and marked their respective spheres of influence.<sup>1</sup> The frontier areas were predominantly inhabited by Pukhtuns and despite the agreement posed governing problems to the British India. After several military campaigns against the Pukhtun tribes, the British gave the tribal areas along the frontier line between Pakistan and Afghanistan a semi-autonomous status with allowances and subsidies to the tribal Maliks and elders for their cooperation and have free access to the passes through Hindu Kush Mountains.

Of the several arrangements to rule the frontier regions, British introduced Frontier Crime Regulations (FCR) in 1848 in six frontier districts of Pukhtuns. Modifications to the regulation continued till 1901 when the entire North-Western Frontier region of the British India was brought under the rule of the Governor General of India who exercised his powers through the Chief Commissioner of the Punjab province and his Political Officers of the British Civil Service.

After the creation of Pakistan in 1947, some 200 Maliks of tribal areas signed pact of accession of the area with Pakistan in return for continuity of allowances and subsidies. The Government of Pakistan also maintained the semi-autonomous status of tribal areas, renamed as the Federally Administered Tribal Areas (FATA). President of Pakistan replaces Governor General, Provincial Governor Khyber Pakhtunkhwa (KP) replaces Chief Commissioner of the Punjab, and Political Agents replace Political Officers of the British India.

## 1.2 Geography

The Federally Administered Tribal Areas lie between the province of Khyber Pakhtunkhwa in the north and east, Punjab<sup>2</sup> and Balochistan in the south, and

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<sup>1</sup> Encyclopaedia Britannica; <http://www.britannica.com/EBchecked/topic/174128/Durand-Line>

<sup>2</sup> FR D.I. Khan touches District D.G. Khan of Punjab province in the south

Afghanistan in the west separating Pakistan with Afghanistan by 1400 km long porous Durand Line.

Spreading over 27,220 sq km, FATA exhibits primarily rocky mountain topography with relief and narrow valleys interspersed with forests, cultivable land, and torrents. The region is flanked by Himalayas in the north east and Sulaiman Range in the south west. The rugged terrain isolates FATA from the rest of the country.

South Waziristan is the largest of all the agencies having any area of 6,620 sq km followed by North Waziristan. Bajaur agency is the smallest covering 1,290 sq km of land. Bajaur has the highest population density of 461 persons per sq km while South Waziristan has the lowest having 65 persons per sq km.

**Table 1.1 Geography Quick Facts (1998)**

Agency/FR	Area (sq km)	Population Density (person per sq km)	Terrain
<b>North Region</b>			
Bajaur Agency	1,290	461	Mountainous and hilly with 3,000 meter high northern mountain ranges
Mohmand Agency	2,296	146	Rugged mountains with barren slopes with an average height over 1450 meters
<b>Central Region</b>			
Khyber Agency	2,576	212	Hilly tract with some narrow strips of valleys. The highest peak in western side is about 1,029 meters and eastern side is 509 meters
Orakzai Agency	1,538	147	Mountainous area dominated by Karagh Ghar range with hills varying from 3000 meters in the west to less than 2000 meters in the east
Kurram Agency	3,380	133	Mountainous having snow capped Koh-e-Safaid reaching to 4,728 meters
F.R Peshawar	261	206	Hilly and slopes in the north-east and north-west
F.R Kohat	446	198	Variety of landforms with average height of hills around 1500 meters
<b>South Region</b>			
North Waziristan Agency	4,707	77	High and difficult hills with deep and rugged defiles. The average height of the hills is 1,500–2,500 meters.
South Waziristan Agency	6,620	65	Mass of rugged and complex hills and ridges. Preghal range dominates and reaches to 3515 meters.
F.R Bannu	745	26	Hills of medium height between 450 to 11200 meters
F.R Lakki Marwat	132	53	Entire area having hills of medium height between 450 to 11200 meters
F.R Tank - Jandola	1,221	22	Mostly covered by dry Bhattani hills, gradually sloping from north-west towards south-east
F.R D.I. Khan	2,008	19	Sulaiman mountains in the west (highest point 3,441 meters) lower hills on the entire eastern side with average height of 700 meters
<b>Total</b>	<b>27,220</b>	<b>117</b>	

**Sources:** FATA Secretariat<sup>3</sup>; FATA Agencies<sup>4</sup>, Wikipedia

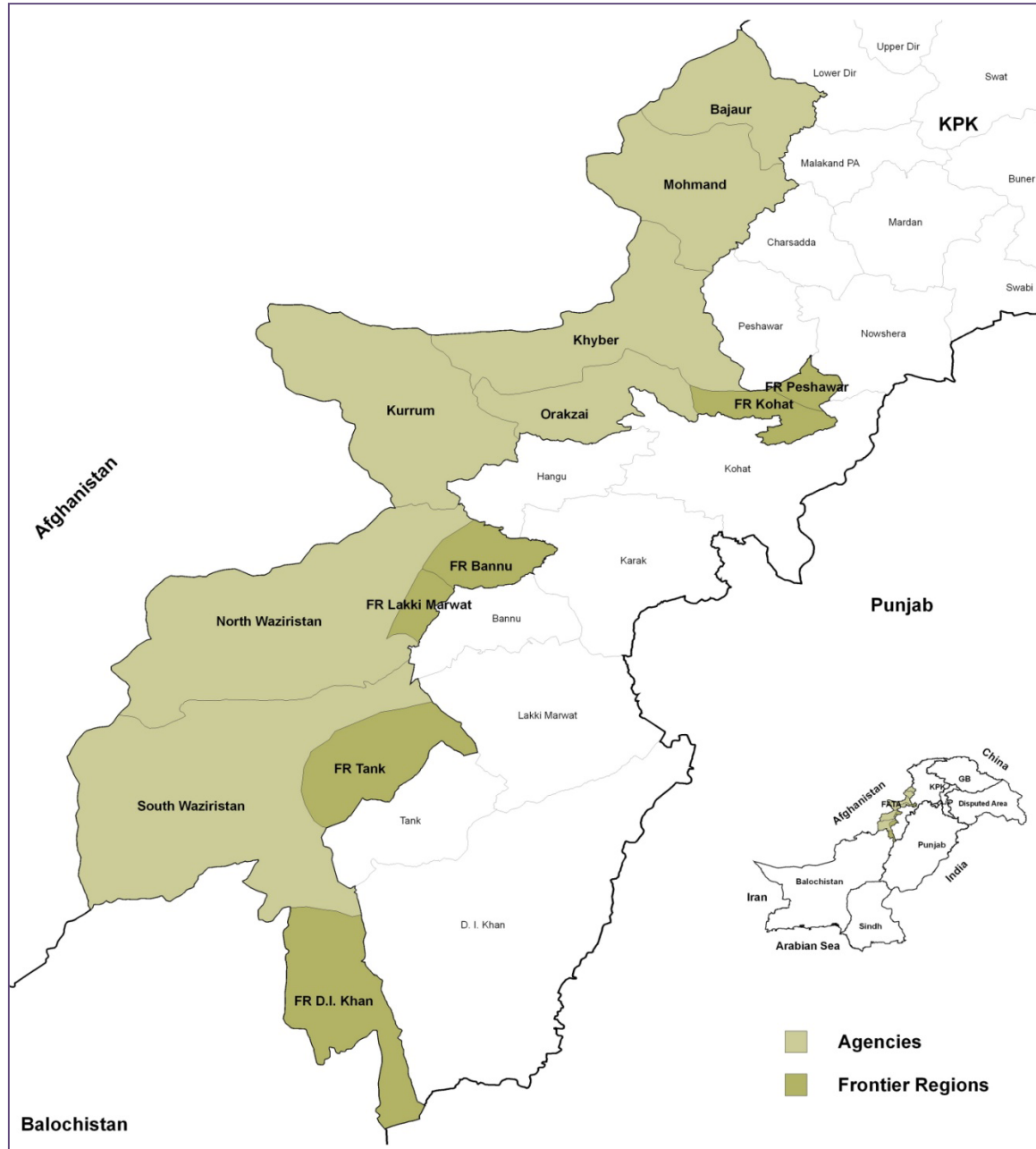
<sup>3</sup> FATA Secretariat, *Population Demography*;

[http://fata.gov.pk/index.php?option=com\\_content&view=article&id=56&Itemid=92](http://fata.gov.pk/index.php?option=com_content&view=article&id=56&Itemid=92)

<sup>4</sup> <http://waziristanhills.com/FATA/AgenciesFRs/tabid/76/language/en-GB/Default.aspx>

The region has arid and semi-arid climate, with warm summers and cool winters, although some areas in the Kurram and Orakzai agencies fall within the humid and sub-humid zone. The area receives more winter precipitation as a result of western disturbances and some rain in the summer from the monsoon. Annual rainfall in the area varies dramatically, from 630 mm reported in Kurram during 2001–02, to just 88 mm in neighboring Khyber Agency during the same year.<sup>5</sup>

**Figure 1 Map of FATA**



### 1.3 Demographics

According to 1998 census, FATA has a population of 3,176,331. The population grew by about 2.19% from 1981 to 1998. The majority of the tribal population

<sup>5</sup> FATA Secretariat, *Physical Feature and Climate*,  
[http://fata.gov.pk/index.php?option=com\\_content&view=article&id=51&Itemid=85](http://fata.gov.pk/index.php?option=com_content&view=article&id=51&Itemid=85)

lives in rural areas whereas only 2.7% of the population lives in urban areas.<sup>6</sup> Projecting into 2012, population of FATA stands at 4,786,880. Tribal families are generally large with an average household size of 9.3 persons. FATA has high infant mortality rate, under five mortality rate, as well as maternal mortality rate in comparison to the national and provincial (KP) statistics.

**Table 1.2 Demographics Quick Facts (1998)**

Population (millions)	Annual Population Growth Rate 1981-98 (%)	Infant Mortality Rate (per 1000 births)	Under Five Mortality Rate (per 1000 live births)	Maternal Mortality Rate (per 100,000 live births)	Population Urbanized (%)	Population Density (persons per sq km)	Average HH Size
3,176,331	2.19	86*	104*	380*	2.70	116.70	9.30
4,786,880 Projected (2012)	2.82 KP	79 (NWFP MICS 2001)	116** KP	275** KP	16.87 KP	238.10 KP	8.00 KP
-	2.69 National	80 (males) 73 (females) **National	93** National	276** National	32.50 National	166.30 National	6.80 National

Sources: FATA Gov'; \* MICS 2007 FATA; \*\*DHS 2006-07

The 1998 census informs there are more men in FATA than women-108 men per 100 women. Possibly this trend has reversed as displaced populations in conflict affected areas usually have a higher proportion of women. Youth (age 15-29) comprise 27.5% of the population.<sup>8</sup>

**Table 1.3 Agency-wise Demographics (1998)**

Agency/FR	Population			M/F Ratio	Population Density (person per sq km)
	Total	Male	Female		
<b>North Region</b>					
Bajaur	595,227	305,137	290,090	105	461
Mohmand	334,453	175,404	159,049	110	146
<b>Central Region</b>					
Khyber	546,730	284,602	262,128	109	212
Orakzai	225,441	112,766	112,675	100	147
Kurram	448,310	229,634	218,676	105	133
FR Peshawar	53,841	27,063	26,778	101	206
FR Kohat	88,456	45,472	42,984	106	198
<b>South Region</b>					
North Waziristan	361,246	192,432	168,814	114	77
South Waziristan	429,841	231,080	198,761	116	65
FR Bannu	19,593	10,380	9,213	113	26
FR Lakki	6,987	3,450	3,537	98	53
FR Tank	27,216	14,130	13,086	108	22
FR Dera Ismail Khan	38,990	20,497	18,493	111	19
Total	3,176,331	1,652,047	1,524,284	108	117

Source: FATA Government

<sup>6</sup> FATA Secretariat; [http://fata.gov.pk/index.php?option=com\\_content&view=article&id=56&Itemid=92](http://fata.gov.pk/index.php?option=com_content&view=article&id=56&Itemid=92)

<sup>7</sup> ibid

<sup>8</sup> Multiple Indicator Cluster Survey (2009) Pg. 7

**Table 1.4 Projected Population 2012**

Agency/FR	Total Population in 1998	Annual Growth Rate 1981-1998 (%)	Projected Population in 2012	Number of Tehsils	Average Population/Tehsil
<b>North Region</b>					
Bajaur	595,227	4.33	1,077,486	7	153,927
Mohmand	334,453	4.28	601,381	7	85,912
<b>Central Region</b>					
Khyber	546,730	3.92	936,614	4	234,154
Orakzai	225,441	- 2.69	228,618	4	57,154
Kurram	448,310	2.50	633,450	3	211,150
FR Peshawar	53,841	2.22	54,600	-	-
FR Kohat	88,456	2.59	89,702	-	-
<b>South Region</b>					
North Waziristan	361,246	2.46	507,650	10	50,765
South Waziristan	429,841	1.95	563,286	8	70,411
FR Bannu	19,593	- 6.65	19,869	-	-
FR Lakki	6,987	- 4.81	7,085	-	-
FR Tank	27,216	- 0.61	27,600	-	-
FR Dera Ismail Khan	38,990	- 2.09	39,539	-	-
<b>Total</b>	<b>3,176,331</b>	<b>2.19</b>	<b>4,786,880</b>	<b>43</b>	<b>105,779</b>

## 1.4 People and Society

People in FATA are Pukhtuns who can be segregated into many tribes, a few major ones include: Orakzai, Afridis, Mahsuds, Bangash, and Wazirs. These tribes are further divided into sub-tribes. Pushto is commonly spoken in FATA. Islam is the largest faith group and adherent of other faiths, about 45,000-include Sikhs, Hindus, and Christians- are settled for decades in the area.<sup>9</sup>

The tribal society of FATA is a patriarchal society which reinforces male authority, prestige and control over resources through its customary practices and institutions. Subsidies paid to the tribesmen under various heads such as *lungi*, *kharcha* and *mouajib* recognize and underline male alone as an agent and actor in tribal society.<sup>10</sup> While men carryout outdoor activities, women's activities before the conflict were limited to agriculture, livestock raising, and small scale cottage activities.

Agency / F.R	FATA Tribes
<b>North Region</b>	
Bajaur Agency	Utmarkhel, Mohmand, Tarkani & Safi
Mohmand Agency	
<b>Central Region</b>	
Khyber Agency	Afridi, Shilmani, Shinwari, Mulagori Orakzai
Orakzai Agency	
Kurram Agency	Turi, Bangash, and Masozai
F.R Peshawar	Afridis
F.R Kohat	
<b>South Region</b>	
North Waziristan Agency	Darwesh Khel Wazirs, Mahsuds, Utmanzai, Ahmadzai Dawar, Saidgai, Kharasin, Gurbaz
South Waziristan Agency	
F.R Bannu	Wazir
F.R Lakki Marwat	Bhittani
F.R Tank- Jandola	
F.R D.I. Khan	Ustrana and Shirani

<sup>9</sup> Dawn (2010) *Minorities in FATA Seek Right of Domicile*, June 18; <http://archives.dawn.com/archives/128650>

<sup>10</sup> Khan, Sarfraz and Samina (2009) *Patriarchal Social and Administrative Practices in the Federally Administered Tribal Areas (FATA), Pakistan: A Case for Gender Inclusive Reforms*, Research journal of Area Study Centre, (Russia, China & Central Asia), University of Peshawar

However, the situation changed after the conflict when women had to move out of the confinement of their homes.<sup>11</sup> They gained confidence and even communicated with outside the family men, such as those from civil society organizations and development agencies when humanitarian aid assistance was provided in displacement camps.



At the economic front, the people of FATA are extremely poor and food insecure having per capita income \$250<sup>12</sup> per year<sup>13</sup>; about 60% of the population lives below the national poverty line.<sup>14</sup> Per capita public development expenditure is 33% of the national average.<sup>15</sup> Looking back in time, per capita investment in FATA has been considerably low. Annual Development Plan for 2003-04 was Rs. 3,256 million; by 2008-09, it was more than doubled to Rs. 8,662 million (266% increase).<sup>16</sup> In 2009 the per capita development investment in FATA rose to Rs. 905 (US\$ 11.30) but was still much lower than national per capita government funded development investment of Rs. 2044 (US\$ 25.55).<sup>17</sup> With huge enhancement in ADP because of war on terror and political funding, the ADP for 2010-11 was increased to Rs. 15 billion<sup>18</sup> and now to Rs. 16 billion (US\$ 170 million) for 2012-13<sup>19</sup>. The per capita investment made will be Rs. 3342.46<sup>20</sup> (US\$ 35.51)<sup>21</sup>.

#### 1.4.1 Socio-economic Indicators and Access to Services

Looking at literacy rate, income per capita, accessibility, and health index, all FATA agencies fall among bottom 23 districts/agencies of Pakistan with the

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<sup>11</sup> As of September 3, 2012, according to FDMA, 373,664 families registered as displaced and 152,504 families returned to FATA. According to CAMP's surveys: around 20-25% people were forced to leave FATA due to militancy and military operations and late drone attacks.

<sup>12</sup> \$633 in 2010 (as quoted by Burki, Shahid Javed (January 5, 2010) in "Economics and Extremism," Dawn (newspaper)), half of the national per capita income of \$1,254 in 2010-11

<sup>13</sup> PaRRSA (2010) *Post Crisis Needs Assessment: Background and Crisis Analysis*, Pg. 26

<sup>14</sup> \$633 in 2010 (as quoted by Burki, Shahid Javed (January 5, 2010) in "Economics and Extremism," Dawn (newspaper)), half of the national per capita income of \$1,254 in 2010-11

<sup>15</sup> PaRRSA (2010) *Post Crisis Needs Assessment: Background and Crisis Analysis*, Pg. 26

<sup>16</sup> Shinwari, Naveed Ahmad (2011) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Volume IV, Pg. 27

<sup>17</sup> Shinwari, Naveed Ahmad (2011) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Volume V, Pg. 42

<sup>18</sup> MICS (2009) FATA Pakistan, Pg. vii

<sup>19</sup> Shinwari, Naveed Ahmad (2011) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Volume V, Pg. 42

<sup>20</sup> Central Asia Online (2012), *Pakistan to spend Rs. 16 billion on FATA Development, August 1*  
[http://centralasiaonline.com/en\\_GB/articles/caii/newsbriefs/2012/08/01/newsbrief-05?mobile=true](http://centralasiaonline.com/en_GB/articles/caii/newsbriefs/2012/08/01/newsbrief-05?mobile=true)

<sup>21</sup> Using FATA projected population of 4,786,880

<sup>22</sup> Per capita investment of Rs.4429.54 KP for 2012-13 (ADP (2012-13) KP allocation of Rs. 97.45 billion and population of 22 million)

lowest composite indicator.<sup>22</sup> Besides having dimly low literacy rates, wide disparities exist between male and female literacy rates. The overall literacy ratio stands at 17.42% and only 3% of women as against 29.51% men are literate.

Similarly, education and health indicators are alarming. The ratio of boys to girls schools is particularly high for high and higher secondary levels. Technical institutes and commerce colleges do not enroll women.

There is one doctor to a population size of almost 8000 and there is one bed per 2,179 persons. Moreover, health facilities are few and far between. Even in emergency situation the travelling time to a health facility is usually over an hour.<sup>23</sup>

Mother and child health facilities are also inadequate in FATA. For a normal delivery the nearest place from Chagmalai is either Tank at 40 minutes' drive, or DIK at two hours' drive.<sup>24</sup> Women have severe health problems but have no contact with the outside world. Census statistics showing fewer women than men could also mean women are not registered as tribal culture disapproves communication about female relatives and disclosure of their number or they die because of poor healthcare, malnutrition and frequent pregnancies etc.<sup>25</sup>

**Table 1.5 Socio-economic Indicators**

Sr. No.	Provincial Code	District	Adult Literacy	Female Literacy	Roads Length	Income	Safe Drinking Water	Rural Health Facility	All Indicators
1.	S	Tharparkar	0.122	0.078	0.000	0.036	0.011	0.077	0.054
2.	N	Kohistan	0.073	0.044	0.076	0.091	0.134	0.216	0.106
3.	B	Kharan	0.083	0.089	0.027	0.068	0.081	0.294	0.107
4.	B	Musa Khel	0.025	0.085	0.099	0.321	0.028	0.129	0.115
5.	F	N. Waziristan	0.122	0.010	0.186	0.095	0.178	0.099	0.115
6.	NA	Diamer	0.153	0.000	0.089	0.152	0.250	0.053	0.116
7.	F	S. Waziristan	0.189	0.033	0.227	0.104	0.083	0.078	0.119
8.	B	Bolan	0.082	0.083	0.131	0.095	0.114	0.243	0.125
9.	B	Dera Bugti	0.000	0.055	0.107	0.004	0.175	0.409	0.125
10.	P	Rajanpur	0.116	0.105	0.095	0.241	0.096	0.127	0.130
11.	F	Mohmand	0.052	0.021	0.390	0.121	0.078	0.169	0.139
12.	F	Bajaur	0.089	0.053	0.300	0.125	0.188	0.079	0.139
13.	B	Khuzdar	0.079	0.098	0.077	0.325	0.091	0.181	0.142
14.	N	Shangla	0.118	0.065	0.268	0.088	0.267	0.066	0.146
15.	B	Barkhan	0.108	0.102	0.229	0.261	0.073	0.101	0.146
16.	B	Zhob	0.036	0.058	0.108	0.301	0.108	0.267	0.146
17.	B	Kohlu	0.018	0.057	0.185	0.202	0.046	0.464	0.162
18.	F	Orakzai	0.040	0.007	0.230	0.114	0.213	0.374	0.163
19.	B	Awaran	0.131	0.118	0.080	0.234	0.156	0.275	0.166
20.	S	Umerkot	0.176	0.133	0.322	0.105	0.084	0.186	0.168
21.	NA	Skardu	0.360	0.188	0.018	0.136	0.210	0.094	0.173
22.	F	Kurrum	0.204	0.075	0.227	0.141	0.286	0.107	0.173
23.	F	Khyber	0.255	0.033	0.336	0.132	0.240	0.048	0.174

Source: WFP (2007)

<sup>22</sup> WFP (2007) *Rapid Needs Assessment Of Federally Administered Tribal Area (FATA)*, 13-19 February, Pg. 5

<sup>23</sup> Interagency Early Recovery Needs Assessment (IAERNA) (2011) Draft Report, UNDP/CPRU, Pakistan, Pg. 47

<sup>24</sup> PPAF (2011) *Appraisal Report: Development Initiatives for South Waziristan Agency*, July

<sup>25</sup> Khan, Sarfraz and Samina (2009) *Patriarchal Social and Administrative Practices in the Federally Administered Tribal Areas (FATA)*, *Pakistan: A Case for Gender Inclusive Reforms*, Research journal of Area Study Centre, (Russia, China & Central Asia), University of Peshawar

**Table 1.6 Socio-economic Indicators (1998, 2003)**

Indicators	FATA	KP	Pakistan
Literacy ratio (both sexes, %)	17.42	35.41	43.92
Male literacy ratio (%)	29.51	51.39	54.81
Female literacy ratio (%)	3.00	18.82	32.02
Population per doctor	7,670	4,916	1,226
Population per bed in health institutions	2,179	1,594	1,341
Access to clean drinking water	43%	58%	86%
Roads (per sq km)	0.17	0.13	0.26

**Source:** Pakistan Federal Bureau of Statistics, CSIS FATA Report<sup>26</sup> Literacy rates according to 1998 census; all other figures for 2003

Large sections of population do not have access to water and sanitation services and electricity. Even before the crises there was infrastructural shortage. The damage and destruction during the crises exacerbated the situation. About 56% population has access to drinking water, but less than 20% have individual household connections.<sup>27</sup> In many rural areas, women travel up to 2 km to bring water. Recent statistics of South Waziristan, Orakzai, Bajaur, and Mohmand agencies show 93% get water from unprotected wells and springs, followed by 49% from protected wells and springs and about 48% from canals, ponds and rivers.<sup>28</sup> Before and after crisis situation does not show any change in the sources of drinking water.

Sanitation facilities are even less widely available and open defecation practices are high. Overall, 10% of population has access to adequate sanitation: toilets, sewerage, drainage and solid waste disposal. According to 1998 census, 37% houses in FATA have “separate” latrines while 56% have no latrines at all (GoNWFP, 2005a; GoP, 1998a).<sup>29</sup>

Less than 62% houses are supplied with electricity.<sup>30</sup> About 12 to 18 hours of electricity load-shedding is experienced each day, thus impacting all activities including domestic work, school performance, vocational training, industrial and homes based production.<sup>31</sup>

With the conflict, houses have also been affected. According to the Interagency Early Recovery Needs Assessment (2011) of Bajaur, Orakzai, Mohmand, and South Waziristan conducted by the UN, 58% houses are damaged or destroyed and people are in need of resources to rebuild their houses.

Skills Centers for women are present in FATA but offer conventional skills reserved for female, such as tailoring, knitting and sewing. Courses, such as computer, nursing, teaching and midwifery and even trainings in rearing livestock, poultry, dairy and cottage industry, which could assist women to earn some extra money to substantiate household income, are not offered.

<sup>26</sup> FATA Secretariat; [http://fata.gov.pk/index.php?option=com\\_content&view=article&id=55&Itemid=91](http://fata.gov.pk/index.php?option=com_content&view=article&id=55&Itemid=91)

<sup>27</sup> FATA Secretariat, *FATA Sustainable Development Plan 2007–2015*, Pg. 6

<sup>28</sup> UNDP (2011) *Interagency Early Recovery Needs Assessment (IAERNA)* Draft Report, UNDP/CPRU Pakistan, Pg. 24

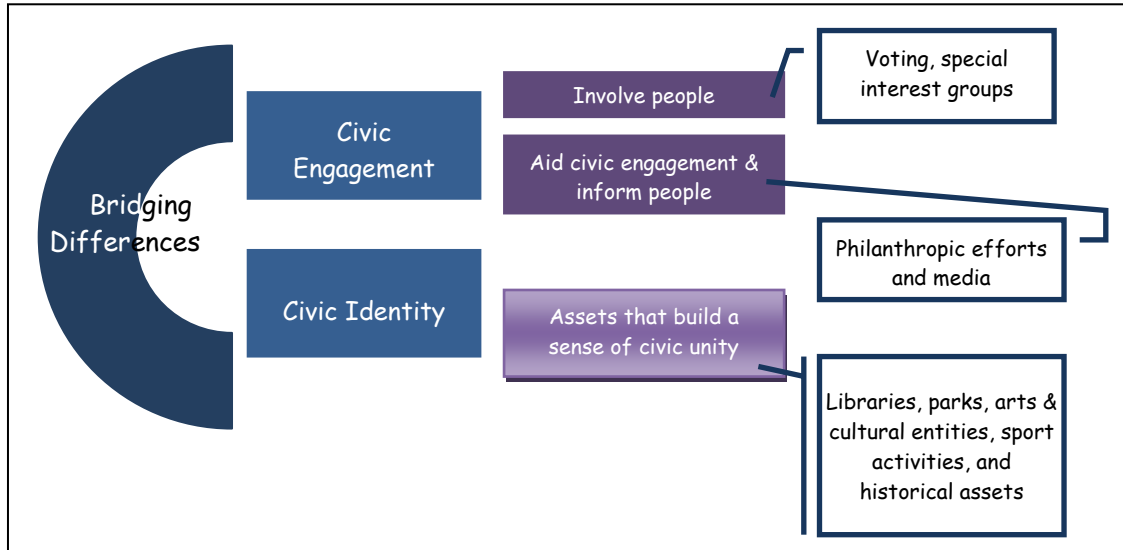
<sup>29</sup> FATA Secretariat, *FATA Sustainable Development Plan 2007–2015*, Pg. 6

<sup>30</sup> Ibid

<sup>31</sup> FATA Secretariat, *Post Crisis Needs Assessment Khyber Pakhtunkhwa & Federally Administered Tribal Areas*, September 2010, Pg. 87

## 1.4.2 Civic Infrastructure

Civic infrastructure is a web of formal and informal mechanisms for bridging differences and establishing common direction to give a shared sense of belonging and purpose.<sup>32</sup> Civic engagement and civic identity together build civic infrastructure.



**Figure 2 Elements of Civic Infrastructure**

### Civic Engagement

Civic engagement is involving people through voting, establishing special interest groups, supporting civic causes through philanthropic activities, and involving people through media by informing them about the community around.

Till 1996 the tribal population of FATA didn't have the right to vote. An electoral college of around 35000 Maliks, *lungi* holders, and elders had the privilege to cast vote. FATA was given the right to elect representatives for the National Legislative Assembly in 1997 on non party basis by universal adult franchise. Now FATA has 12 members in the National Assembly and 8 members in the Senate of Pakistan. Still elders and religious leaders prevented women to vote. In 2008, under Taliban order in Bajaur, Kurram, and Mohmand, the women threatened to be punished for casting vote. By the present government's reforms in the Frontier Crime Regulation, Political Parties Act has been extended and political parties are now allowed to engage in political activities in FATA.<sup>33</sup>

Following the FCR, Political Agents (PAs) govern FATA Maliks and tribes-a process that lacks citizen engagement and has 'minimal avenues for participation'<sup>34</sup>. At the local level, the traditional social infrastructure of power has also been disturbed by the long years of turmoil in the region resulting in loss of traditional leadership and replaced initially by militants and later by junior level

<sup>32</sup> The Regional Institute University at Buffalo, *Civic Infrastructure*, The State University of New York, Regional Knowledge Network; <http://rkn.buffalo.edu/data/KnowledgeNow/CivicInfrastructure.pdf>

<sup>33</sup> Shinwari, Naveed Ahmad (2011) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Pg. XI

<sup>34</sup> FATA Secretariat (2010) *Post Crisis Needs Assessment KP & FATA, September*, Pg. 32

members of clergy.<sup>35</sup> Nonetheless, the traditional institution of *jirga*, irrespective of its level of effectiveness and influence excludes women and their role in social, political, and public and private spheres. Decisions are taken by men and authority extends beyond the family into the public sphere. Only in a few instances in Mohmand Agency, women are allowed to sit in *jirga* as a Party to the dispute.<sup>36</sup> However, people in FATA do realize the importance of female participation in the *jirga* process and hold the view that women should have an equal chance to participate.<sup>37</sup> Women's mobility, what so ever, existed before the conflict situation got restricted during the conflict.

Radio is the most common source that informs the people of FATA about government and non-governmental activities. The tribeswomen listen to Inter Services Public Relations (ISPR) radio channel. The other sources of information include Pakistan Television and newspaper. As compared to other sources, radio is the only media to reach larger audiences in FATA. Almost 29%



respondents in a survey conducted in 2011 recorded listening to Radio Pakistan and 28% to Deewa ((Voice of America).<sup>38</sup> The access to the rest is limited due to poverty, illiteracy, and power shortages.<sup>39</sup>

### Civic Identity

Civic identity, the feeling of being united and having a shared identity, emanates from common assets of the community, such as community libraries, parks, arts and cultural entities, sport activities, and historical assets. However, the current situation in FATA indicates lack of civic identity elements. Under FATA Sustainable Development Plan 2007–2015, a community park with recreational facilities has been developed in Bajaur Agency to provide social engagement opportunities to the people.<sup>40</sup>

Activity clubs are important for creating a sense of unity and also engage youth in constructive and peaceful work. Prior to conflict, youth in FATA was involved in a variety of sport activities, such as hunting, gun shooting, wrestling, cock fights, and swimming. But still, sports grounds are rare and sports clubs for holding tribal sports tournaments are missing.

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<sup>35</sup> PaRRSA (2010) *Post Crisis Needs Assessment: Background and Crisis Analysis*, Pg. 37

<sup>36</sup> Shinwari, Naveed Ahmad (2008) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Pg. 66

<sup>37</sup> Shinwari, Naveed Ahmad (2011) *Understanding Jirga: Legality and Legitimacy in Pakistan's Federally Administered Tribal Areas*, Pg. 107

<sup>38</sup> Shinwari, Naveed Ahmad (2011) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Volume V, Pg. 121

<sup>39</sup> Afridi, Tayyeb (2012) *In FATA, radio is the only voice*, April 19, The Express Tribune Blogs

<sup>40</sup> FATA Secretariat, *FATA Sustainable Development Plan 2007–2015*, Pg. 49

## 2. GOVERNANCE AND MANAGEMENT

FATA region comprises 7 political agencies and 6 Frontier Regions (FRs) as buffer between the agency/tribal territory and the adjoining settled district. The agencies are further divided into 18 subdivisions and 43 Tehsils.

FATA is divided into two administrative categories: 'protected' areas are regions under the direct control of the government and FCR can be applied directly and Political Agents decide criminal and civil cases<sup>41</sup>; 'non-protected' areas are administered indirectly through local tribes.<sup>42</sup> Maliks yield authority in unprotected areas and interface between Political Agent and tribes/community. FCR is applied indirectly through maliks/tribes under the collective punishment clause of the FCR, etc. Local *jirgas* settle dispute and only in case of a major dispute the case is referred to the Political Agent.

Protected areas or where writ of the government is exercised is limited to government property such as health centers, schools, etc, main roads and a hundred yard on either side of it. The tribes are free to live their life according to their customs and traditions as long as they do not harm authorities' interests in the area.<sup>43</sup> Through investments, the government attempts to decrease the unprotected area but still 70%<sup>44</sup> of FATA falls under unprotected category.<sup>45</sup>

The Governor KP maintains control over the agencies through Political Agents. The Political Agent, a federal civil bureaucrat, of a FATA agency performs the multiple roles of an executive, judge, and revenue collector, and Chairman of the Agency Councilors.<sup>46</sup> The tribes operate through their Maliks (tribal and village elders). Malik position is either hereditary, title granted by Political Agent with the consent of Governor, selected by the tribes themselves or even elected.

The Political Agents provide money, infrastructure support and other incentives to the Maliks in exchange for cooperation; they maintain law and order in their tribal region with the help of *jirgas* (council of elders).<sup>47</sup>

The Frontier Regions are named after their adjacent settled districts. District Coordinating Officer (DCO) of the adjoining settled district administers the FR through agreements with tribal leaders and the local Political Agent. DCO exercises the same powers in an FR as the Political Agent does in a tribal agency.

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<sup>41</sup> FATA Secretariat (2010) *Post Crisis Needs Assessment KP & FATA*, September, Pg. 27

<sup>42</sup> FATA Secretariat (2010) *Post Crisis Needs Assessment KP & FATA*, September, Pg. 27

<sup>43</sup> Khan, Sarfraz and Samina (2009) *Patriarchal Social and Administrative Practices in the Federally Administered Tribal Areas (FATA)*, *Pakistan: A Case for Gender Inclusive Reforms*, Research journal of Area Study Centre, (Russia, China & Central Asia), University of Peshawar

<sup>44</sup> Some statistics indicate unprotected area to be 85%

<sup>45</sup> Samdani, Mehlaqa (2011) *Governance and Militancy in Pakistan's Khyber Agency*, Center for Strategic and International Studies, Pg. 4; [http://csis.org/files/publication/111213\\_Samdani\\_KyberAgency.pdf](http://csis.org/files/publication/111213_Samdani_KyberAgency.pdf)

<sup>46</sup> Shinwari, Naveed Ahmad (2008, 2011) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Pg. 3 (2008) and Pg. 7 (2011, Volume V)

<sup>47</sup> Khan, Sabina (2011) *FATA's Political Status: What are the consequences and options for Pakistan?* Strategic Insights, Summer, Volume 10, Issue 2, Pg. 37

**Table 2.1 Administrative Division of FATA**

Agency / F.R	Subdivision	Tehsils	Tehsils in each Agency
<b>North Region</b>			
Bajaur Agency	Khar	Khar , Utman Khel, Salarzai	7
	Nawagai	Nawagai , Mamund , Barang, Chamarkand	-
Mohmand Agency	Lower Mohmand	Yekka Ghund, Ambar, Pandyalai, Praang Ghaar	7
	Upper Mohmand	Safi / Lakaro, Khwezai / Baezai, Halimzai	-
<b>Central Region</b>			
Khyber Agency	Jamrud	Jamrud, Mulla Gori	4
	Landi Kotal	Landi Kotal	-
	Bara	Bara	-
Orakzai Agency	Lower Orakzai	Lower Orakzai, Central Orakzai	4
	Upper Orakzai	Ismailzai, Upper Orakzai	-
Kurram Agency	Lower Kurram	Lower Kurram/Sadda	3
	Central Kurram	Central Kurram	-
	Upper Kurram	Upper Kurram/Parachinar	-
F.R Peshawar	-	-	-
F.R Kohat	-	-	-
<b>South Region</b>			
North Waziristan Agency	Mir Ali	Mir Ali ,Speen Wam, Shewa	10
	Miranshah	Miranshah, Datta Khel, Ghulam Khan	-
	Razmak	Razmak, Dosalli, Geriyum, Shawal	-
South Waziristan Agency	Ladha	Ladha, Makeen, Sararogha	8
	Sarwakai	Sarwakai, Tiaraza	-
	Wana	Wana, Birmal, Toi Khulla	-
F.R Bannu	-	-	-
F.R Lakki Marwat	-	-	-
F.R Tank - Jandola	-	-	-
F.R D.I. Khan	-	-	-
FATA	-	-	43

**Source:** Election Commission of Pakistan<sup>48</sup>

The FATA agencies and Frontier Regions, all together, are administered by the FATA Secretariat based in Peshawar and reporting to the Governor of Khyber Pakhtunkhwa.

## 2.1 Governance Structure

Governance describes the application of rules and processes through which authority and control are exercised in a society, political decisions are made, the rules for the scope of action of state and society are structured, and resources for economic and social development are administered.

*Source: GTZ (2005) Promoting Good Governance in Post-Conflict Societies, Project on Democracy and the Rule of Law, Discussion Paper*

FATA is represented in the National Assembly and the Senate but not in any Provincial Assembly. However, since the Parliament has no jurisdiction over FATA, FATA parliamentarians can be part of legislation for the rest of country but they can't make any law for FATA.<sup>49</sup> Besides, FATA being not in any province, provincial laws are not applicable.

<sup>48</sup> Cited in: [http://en.wikipedia.org/wiki/Federally\\_Administered\\_Tribal\\_Areas](http://en.wikipedia.org/wiki/Federally_Administered_Tribal_Areas)

<sup>49</sup> Shinwari, Naveed Ahmad (2010) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Volume IV, Pg. 6

The 1973 Constitution of Pakistan recognizes the special status of FATA and states the executive authority of the Federation extends to FATA through the Governor of KP, who acts as an agent to the President of Pakistan. FATA is part of Pakistan and hence the Constitution guarantees the fundamental rights of citizens of Pakistan; however, Supreme Court is barred constitutionally and cannot exercise its influence in FATA.

The institution of *jirga*, holding the status of a court, is established at the local level where a group of village elders sit together to resolve conflicts, disputes, criminal cases of the community. When a major offence occurs, it is either reported to the local elders or political administration or both. The FCR Jirga or the Government led *jirga* follows FCR which was introduced by the British India in 1901 formed by integrating the British laws and local tribal laws. However, the integration didn't turn out to be seamless and according to Shinwari (2008), the FCR is a "Black Law" or "Draconian Law" which violates basic human rights if judged by international human rights standards. Since the Political Agent of an agency has judicial and executive powers, FCR Jirga decisions are influenced and any group of Maliks arranged by the Political Agent conducts *jirga* proceedings according to tribal tradition (*rewaj*) codified into FCR. The negotiated treaties with individual tribes keep citizens out of the negotiation loop. Under the FCR the citizens are not granted the three basic rights: the right to appeal a detention, the right to legal representation, and the right to present reasoned evidence.<sup>50</sup>

...legality is an attribute of the FCR jirga, while its legitimacy amid FATA residents is quite limited as evidenced by their negative perceptions of its ability to deliver just outcomes. By way of contrast, the olasi jirga is not formally recognized by law, but is perceived as more legitimate by the population of FATA. While the FCR jirga is convened under a system of rules inherited from the British colonial period, its processes, i.e. decision-making by a political agent, and its sanctions, i.e. collective punishment, are generally known to FATA residents. Moreover, it is backed by the force of law and coercive enforcement tools.

Alternatively, community-based dispute resolution processes are not subject to state rules. Also, their decisions cannot be legally enforced, and instead rely on the commitment of community members to a shared set of cultural values. However, this lack of legality for olasi jirga has not undermined its legitimacy. Indeed, what sets the olasi jirga apart from FCR jirga are its timely decisions, limited costs, consistency with local notions of equity derived from customary laws, as well as promotion of community harmony and stability.

Source: Shinwari, Naveed Ahmad (2011) *Understanding Jirga: Legality and Legitimacy in Pakistan's Federally Administered Tribal Areas*, Pg. 3 (2008) and Pg. 39

Wolasi (Ulasi or Olasi) or traditional *jirga* which follows tradition and culture of the tribal areas is believed to provide swift justice and ranks high on credibility scale.<sup>51</sup> Nonetheless, the impartiality of the Wolasi Jirga is questionable as *jirgas*

<sup>50</sup> Ghauri, Irfan (2011) *Political Reforms: A Century Later, Some Rights for the Tribals*, The Tribune, August 12

<sup>51</sup> Shinwari, Naveed Ahmad (2008) *Understanding FATA: Attitudes Towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Pg. 4

are dominated by rich elders and would usually decide in favor of the rich whether defended or plaintiff.<sup>52</sup> However, over time, the traditional governance system and justice arrangement has eroded with greater change occurring after September 11 when Maliks were targeted and killed.<sup>53</sup>

## 2.2 Governance in Conflict

...To operationalise this term (governance) for post-conflict situations, a distinction is made between three dimensions of governance, which are intimately connected, namely security governance, political-administrative governance and socioeconomic governance.

Source: GTZ (2005) *Promoting Good Governance in Post-Conflict Societies, Project on Democracy and the Rule of Law, Discussion Paper*

FATA has been undergoing political upheaval for over three decades starting with Soviet invasion of Afghanistan in 1979 when instability spilled across the border and later following the post 9/11 US-led interventions in Afghanistan in 2003.

The Post Crisis Needs Assessment (PCNA), 2010 for KP and FATA<sup>54</sup> identifies political, economic, social, and security and geostrategic aspects as the four drivers of crisis in FATA. Examining FATA in the light of the World Development Report 2011: Conflict, Security, and Development, which states internal and external stresses and weak institutions make a region more vulnerable to violence, in a fragile environment a package of elements of security, justice and rule of law, economic and political transformations are needed to prevent recurrence of violence.

Though FATA has seen peace and security prior to the Soviet invasion of Afghanistan, at the justice and rule of law, economic, and political fronts there have been large gaps. Afterward, cross-border conflict accentuated the need for more security. While FATA's geography makes it more difficult to govern, and deliver services, indirect rule has further alienated the region resulting in high unemployment, increased pressure on meager resources due to refugee flow, unexplored natural resources, low level of industrialization capturing very little value on the natural resources that exist in FATA, and uncompetitive existing industrial products. The indirect rule has also contributed significantly to the prevailing law and order situation where tribes are responsible to defend their honor through their weapons - tribal society is awash with weapons which undermine human security, sustain conflicts for a long time, undermine human rights norms (*jirga* has limitations), and discourage investment where there is a lack of guarantee for the investors.<sup>55</sup>

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<sup>52</sup> Shinwari, Naveed Ahmad (2008) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Pg. 66

<sup>53</sup> FATA Secretariat, *Post Crisis Needs Assessment Khyber Pakhtunkhwa & Federally Administered Tribal Areas, September 2010*, Pg. 36

<sup>54</sup> Developed by the Asian Development Bank, European Union, World Bank and United Nations, in collaboration with the provincial Government of KP and the FATA Secretariat with oversight by the Government of Pakistan

<sup>55</sup> Discussion with Mr. Naveed Ahmad Shinwari, CEO, CAMP, September 8, 2012

**Table 2.2 Stresses in FATA**

Stresses	Internal	External	Conflict Situation
Security	<ul style="list-style-type: none"> <li>- Military operations undertaken without consulting the affected communities</li> <li>- Inability of communities to fight back the drone attacks and so support for militancy</li> <li>- Poorly trained and ill equipped government security forces</li> <li>- Forced recruitment by the militants</li> <li>- Forced disappearances by the militants</li> <li>- Militants targeted the local traditional institutions – for instance <i>jirga</i> and target killing of Maliks</li> </ul>	<ul style="list-style-type: none"> <li>- Priorities of international powers</li> <li>- Insurgency operation in Afghanistan and cross-border conflict spillovers leading to weaponization of tribal society</li> <li>- Drone attacks</li> </ul>	<ul style="list-style-type: none"> <li>- Low level of citizens' security</li> <li>- For a long time absence of judges and courts encouraging criminal activity</li> </ul>
Economic	<ul style="list-style-type: none"> <li>- High unemployment</li> <li>- Youth unemployment</li> <li>- Natural resource wealth</li> <li>- Low level of industrialization</li> <li>- Low HR development</li> <li>- Militant groups attracting unemployed youth</li> </ul>	<ul style="list-style-type: none"> <li>- Refugee flow</li> <li>- Smuggling</li> </ul>	<ul style="list-style-type: none"> <li>- Macroeconomic instability and inequitable distribution of goods and opportunities</li> </ul>
Social	<ul style="list-style-type: none"> <li>- Strained relations between state and community following military operations and so support for militancy</li> </ul>		
Rule of Law	<ul style="list-style-type: none"> <li>- FCR which violates basic human rights</li> <li>- FATA not in the jurisdiction of Supreme Court</li> <li>- Illicit livelihood-drug trafficking, smuggling, criminal activities, militancy</li> </ul>	Military presence for peace keeping	<ul style="list-style-type: none"> <li>- Unrepresented population groups</li> <li>- Unable to provide its citizens with a minimum level of basic services</li> </ul>
Political	<ul style="list-style-type: none"> <li>- Exclusion</li> <li>- Sense of alienation manipulated to support militancy</li> </ul>	Interference	

**Source:** Framework borrowed from WDR 2011 and adopted for FATA, PCNA for KP and FATA 2010 & Synthesized from: GTZ (2005) Promoting Good Governance in Post-Conflict Societies, Project on Democracy and the Rule of Law

Sense of political alienation, need for social justice and equity, economic stresses, military action without consulting affected communities, the inability of communities to fight back or defend themselves following drone attacks, collapse of traditional processes and forum due to ineffectiveness and corruption provided a favorable environment for Taliban to gain support of the communities. Taliban initially promised to fill the legal void by providing speedy justice to people governed by tribal laws. When firmly settled, Taliban addressed the economic concern of the people by recruiting the many unemployed youth as militants.<sup>56</sup>

However, FATA saw more violence than ever as Taliban tried to create state within state by setting up parallel judicial and administrative systems and supported the growth of militancy. Marginalization of people due to state's failure to protect basic citizen rights, minimal citizen participation, and difficulty to access the formal justice system on one hand and weekend traditional processes forum on the other hand has created a governance vacuum in FATA.

<sup>56</sup> Youth unemployment is a strong motive for joining rebel movements, World Development Report 2011: Conflict, Security, and Development. Overview, Pg. 6

Prerequisite for any intervention in FATA is peace and security. Securing peace and promoting good governance is a time taking process which the government has just begun in FATA. To establish peace in FATA, Pakistan Army launched its operation in 2009 against Taliban insurgency in South Waziristan and since then it is gradually working in the area, carrying out military operations followed by relief, recovery, rehabilitation measures, bringing back the internally displaced population to its native land <sup>57</sup>, and planning to hand over the control to civilian administrations.

The government's measures for improving governance and bringing FATA into mainstream development include establishment of FATA Secretariat in 2002 and FATA Development Authority (FDA) in 2006. FATA Secretariat was later restructured as Civil Secretariat FATA in 2006. The KP Governor's Secretariat plays a coordinating role for interaction between the federal & provincial governments and the Civil Secretariat FATA.

The Civil Secretariat FATA is responsible for looking after development activities taken in the FATA region from decision making, designing, to implementation of projects. Project implementation is carried out by line departments of the Civil Secretariat FATA. The Secretariat has administrative authority for health, education, security, and the well-being of the people.<sup>58</sup>

FDA was established as a specialized organization to promote a more innovative, fast moving and participatory approach in implementing projects in minerals, industries, skills development, small dams, township development and tourism.<sup>59</sup>

At the Federal Level, the Ministry of States and Frontier Regions (SAFRON) supervise FATA. For socio-economic uplift, Civil Secretariat FATA has carried out numerous projects since 2006 with support of international community to improve livelihood, agriculture, livestock, irrigation, water supply of selected areas in FATA. These projects are undertaken by involving local people. However, either Maliks or only male members of the community are involved.

Aiming to promote security, political judicial and administrative reforms in the tribal agencies, in August 2011, President Asif Ali Zardari signed two orders: 1) Amendments in the Frontier Crimes Regulation (2011); 2) Extension of the Political Parties Order 2002 to the Tribal Areas. A hundred and ten years after the first amendments in FCR in 1901, under 2011 amendments the whole tribe will not be arrested under the Collective Responsibility clause. The women and children below 16 and adults above 65 would be exempted from territorial responsibility.<sup>60</sup>

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<sup>57</sup> Despite declaring Mohmand, Bajaur, South Waziristan, and Orakzai clear for IDPs to move back to the native lands, sporadic drone attacks tend to create a state of uncertainty and making them hesitant to return

<sup>58</sup> Shinwari, Naveed Ahmad (2011) *Understanding FATA: Attitudes towards Governance, Religion & Society in Pakistan's Federally Administered Tribal Areas*, Pg. 21

<sup>59</sup> Ibid

<sup>60</sup> Headed by Chairman and two other members out of whom one shall be a person who has been civil servant of not less than BPS 20 having experience of Tribal Administration and other member shall be a person qualified to be appointed as Judge of High Court well conversant with Rewaj.

Following the amendments, recently in April 2012, The FATA Lawyers Forum (FLF) asked the federal government to reconstitute the FATA Tribunal and extend the jurisdiction of superior courts to the tribal areas.<sup>61</sup> The Forum was of the view that amendments in the FCR were not sufficient and ‘real changes’ were required in the century old regulations.

Again after a century, following public rallies organized by major political parties in FATA, and realizing absence of political participation of the people, under Political Parties Order 2002, political parties, subject to appropriate regulations to be framed, will be freely allowed to operate in the tribal areas and present their socio-economic programs.<sup>62</sup>

### 2.3 Assets and Endowments

FATA has an unexplored wealth of minerals, including marble, chromate, limestone, soapstone, coal, quartz and serpentine. Bajaur and Mohmand are the most mineral rich agencies. 5850 million tons of mineral deposits are available in Bajaur Agency alone. Coal reserves are found in Orakzai, Kurram and FR Kohat.<sup>63</sup> Huge deposits of marble in several colors are in Mohmand, Khyber, Bajaur, Orakzai and Kurram Agencies. About 7000 million tons of good quality marble ranging from super white, silky and grey varieties exist in FATA.<sup>64</sup>

Around 230 million tons industrial grade limestone and 130 million tons gypsum are available in Shirani area of FR DI Khan.<sup>65</sup> Limestone and gypsum are used as input for cement, fertilizers and plaster of Paris.

**Table 2.3 Agency-wise Mineral Production (2007-08)**

Agency/FR	Marble	Chromate	Limestone	Soapstone	Coal	Quartz	Serpentine
<b>North Region</b>							
Bajaur	✓	✓	✓	✓			
Mohmand	✓	✓	✓	✓		✓	✓
<b>Central Region</b>							
Khyber	✓		✓	✓			
Orakzai	✓				✓		
Kurram	✓	✓		✓	✓		
FR Kohat	✓		✓		✓		
FR DI Khan			✓				
<b>South Region</b>							
North Waziristan	✓	✓					
<b>FATA</b>							

**Source:** FATA Development Authority, Mineral Department, Peshawar<sup>66</sup> and FATA DA<sup>67</sup>

<sup>61</sup> The News (2012) *FLF Seeks Fata Tribunal Reconstitution*, Wednesday, April 04

<sup>62</sup> Press Centre, Presidency of the Islamic Republic of Pakistan (2011) *Political Activities Allowed in Tribal Areas, FCR Reformed*, August 12, <http://www.presidentofpakistan.gov.pk/index.php?lang=en&opc=3&sel=3&id=549>

<sup>63</sup> Business Recorder (2011) *Overseas Pakistanis to invest in FATA: Governor*, Sunday, November 13

<sup>64</sup> FATA Development Authority; <http://fatada.gov.pk/MohmandMarbleCity.php>

<sup>65</sup> Business Recorder (2011) *Overseas Pakistanis to invest in FATA: Governor*, Sunday, November 13

<sup>66</sup> KP Bureau of Statistics, FATA Statistics

<sup>67</sup> FATA Development Authority; <http://fatada.gov.pk/MohmandMarbleCity.php>

FATA is endowed with a rich flora. Fig, mulberry, walnut, olive, apple, pistachio and pine nuts (chalghoza pine) grow in the wild. Huge groves of wild olives are present in irrigated and rain-fed areas.<sup>68</sup> Orakzai and Waziristan have natural forests of walnut and chalghoza pine. Wana is famous for its apple crop. A variety of fruits grow in Kurram Agency including, golden apple, apricot, pear, peach, pomegranate and walnut.<sup>69</sup> However, forestry activities are limited because of difficult terrain, irrigation facilities, lack of incentives and technology and current practices are limited to collecting fuel wood, gathering fodder and cutting timber.<sup>70</sup>

**Table 2.4 Flora of FATA**

Agency	Flora
Bajaur	Persimmons and apricots
Orakzai	Walnut, pine nut
South Waziristan (Wana)	Apple
North Waziristan	Plum and pine nut
Kurram	Potato and rice, golden apple, apricot, pear, peach, pomegranate and walnut
North & South Waziristan	Plum, pine nut
F.R Lakki Marwat	Dates and citrus
FATA	Fig, mulberry, walnut, olive, apple, pistachio and pine nut

In 1991, FATA produced over 7,000 tons of *mazri* annually. *Mazri* is the local name for dwarf palm used for wicker work for mats, baskets, brooms, trays, hand fans, grain bins and rope and strings.<sup>71</sup>

**Table 2.5 Rivers and Streams**

Agency/FR	Rivers and Major Streams
<b>North Region</b>	
Bajaur	The Panjkora River flows in southern direction till it joins the River Swat; major stream: Rud; several springs and streams of sweet water
Mohmand	Kabul River and Swat River pass through the Lower Mohmand Warsak dam, Munda dam
<b>Central Region</b>	
Khyber	Bara and Kabul rivers
Orakzai	Dissected by numerous water courses; major streams: Mastura Khanki Toi
Kurram	Kurram River; several hill torrents and <i>nullahs</i> Maulana dam, Zeran dam, Kot Ragha dam Malikhel
<b>South Region</b>	
North Waziristan	Kurram river passes though the north; Gomal in the south; smaller rivers: Jandola, Kaitu and Tochi
South Waziristan	
FR Bannu	Kurram, Tochi
FR Lakki	Kurram, Baran and Tochi rivers
FR Tank	Seasonal streams and normally end up in arid plains of D.I. Khan
FR Dera Ismail Khan	Tangi khwar and Rangharar Kwar---the main tributaries of Khora river
<b>FATA</b>	Kabul, Kurram, Tochi, Gomal

<sup>68</sup> Planning & Development Department, FATA Secretariat Peshawar, *Digest of Mega Projects*, Pg. 11

<sup>69</sup> WFP (2007) *Rapid Needs Assessment Of Federally Administered Tribal Area (Fata)*, 13-19 February, Pg. 7

<sup>70</sup> Ibid

<sup>71</sup> Sial, Mohammad Iqbal (1994) Food And Agriculture Organization, *Non-wood forest products in Asia*;  
<http://www.fao.org/docrep/X5334e/x5334e08.htm#fibers>

Numerous streams and rivers cut across the agencies of FATA. Of these, the important rivers are: Kabul, Kurram, Tochi, and Gomal. The Government of KP has identified some 120 potential sites in FATA for small dams.

Around 12% of land is under forest, both artificial and natural. Bajaur has the largest forest reserves, 18.74%, closely followed by Kurram, 17.37%, Orakzai, 14.375, South Waziristan, 13.55%.

**Table 2.6 Forest Cover (2007-08 (Hectares))**

Agency / FR	Total Area	Total Forest Area Covered	% of Forest Area
<b>North Region</b>			
Bajaur Agency	322,500	60,481	18.75
Mohmand Agency	574,511	40,020	6.97
<b>Central Region</b>			
Khyber Agency	644,618	52,965	8.22
Orakzai Agency	384,869	55,296	14.37
Kurram Agency	845,811	146,933	17.37
F.R Peshawar	65,312	8,254	12.64
F.R Kohat	111,607	10,087	9.04
<b>South Region</b>			
North Waziristan Agency	1,177,879	151,352	12.85
South Waziristan Agency	1,656,588	224,502	13.55
F.R Bannu	219,500	14,114	6.43
F.R Tank - Jandola	303,775	4,896	1.61
F.R D.I. Khan	504,250	62,514	12.40
<b>FATA</b>	<b>6,811,220</b>	<b>831,414</b>	<b>12.21</b>

Source: Forest Conservator Civil Secretariat FATA<sup>72</sup>

According to 2003-04 statistics, only 7% of the land is under cultivation, more than 82% of the land is not available for cultivation, 1% lies fallow and about 10% land uncultivated. Overall 44% farmland is under irrigation.

**Table 2.7 Land Use (FATA, 2003–04)**

Agency / F.R	Cultivated Land	Fallow Land	Uncultivated Land	Land Not Available for Cultivation
FATA	7%	1%	<10%	82%

Source: FATA Secretariat<sup>73</sup>

Usually the landholding size is small, not more than 5 acres.<sup>74</sup> Some 44% of farmland is under irrigation, with the remaining cultivated area relying entirely on rainfall.

## 2.4 Business and Economy

FATA, with a population over 3 million (1998 census), is the most economically backward area of the country having 60% population living below the national poverty line.<sup>75</sup> Predominantly an agrarian economy, 97% households depend on

<sup>72</sup> Khyber Pakhtunkhwa Bureau of Statistics; <http://www.khyberpakhtunkhwa.gov.pk/Departments/BOS/fatadevstat-fores-tab-36.php>

<sup>73</sup> FATA Secretariat; [http://fata.gov.pk/index.php?option=com\\_content&view=article&id=52&Itemid=86](http://fata.gov.pk/index.php?option=com_content&view=article&id=52&Itemid=86)

<sup>74</sup> PaRRSA (2010) *Post Crisis Needs Assessment: Peace Building Strategy*, Pg. 71

<sup>75</sup> PaRRSA (2010) *Post Crisis Needs Assessment: Background and Crisis Analysis*, Pg. 26

subsistence agriculture and livestock rearing but both of these have been severely affected after the conflict and military operation. While crops got destroyed and land became useless, lack of fertilizer and quality seeds, and inconsistent power supply the prospects of crop production in the future are bleak. Livestock are still dying as treatment services are no longer available and people haven't received any outside help after the crisis.

Under-employment and unemployment in FATA goes over 50% and is high in the age bracket of 15 to 29. Unemployed youth do drugs, get involved in domestic violence and criminal activities. They also become the main resource pool for militants.<sup>76</sup> Opportunities for employment are few because of low level of investment in the area and no industrialization except for marble stone cutting. In the absence of any forward linkages, raw material is transported out of FATA for processing in settled areas.<sup>77</sup>



Before the turbulent situation in FATA, some low level mining was done providing employment to short-term unskilled laborers. Men also join local security and paramilitary forces. Local resources remain unexplored to a large extent and people mostly do temporary work in transport, cross border trade with Afghanistan, and public sector work.<sup>78</sup> Most of the employed men, 60%, have left the area to find employment elsewhere either abroad, within the province or outside the province (MICS, 2007).<sup>79</sup>

**Table 2.8 Employment Trend**

Employment Location	% of Employed Population
Outside the country	24.4%
In another province	29.5%
In another district or agency	10.3%

**Source:** MICS 2007

Trailing money making in FATA, first Afghanistan imports good through ports in Pakistan under Afghan Transit Trade Agreement (ATTA)<sup>80</sup> without paying any customs duty and later smuggled back into Pakistan through the porous border between Afghanistan and Pakistan.<sup>81</sup> The agreement allows bilateral trade worth

<sup>76</sup> PaRRSA (2010) *Post Crisis Needs Assessment: Background and Crisis Analysis*, Pg. 26

<sup>77</sup> FATA Development Authority (2010) *Survey-Enumeration of Industries, Service Sector Entities, Labor force and Identifying constraints in FAT*, October, Pg. 43

<sup>78</sup> WFP (2007) *Rapid Needs Assessment Of Federally Administered Tribal Area (FATA)*, 13-19 February, Pg. 1

<sup>79</sup> Sited in PaRRSA (2010) *Post Crisis Needs Assessment: Peace Building Strategy*, Pg. 69

<sup>80</sup> The ATTA enables landlocked Afghanistan to import goods through ports in Pakistan without paying customs duty. It was signed in 1965 under a U.N. agreement to protect the interests of landlocked nations.

<sup>81</sup> Yusufzai, Ashfaq (2007) *Smugglers Profit From Landlocked Afghanistan*, August 4; <http://ipsnews.net/news.asp?idnews=38794>

two billion US dollars, but the volume of business is estimated to be more than ten billion dollars every year far beyond the local demand in Afghanistan. Government's efforts over time to check smuggling haven't been successful as one route is closed smugglers discover another route and even smuggle goods on boats down the River Kabul.



**Figure 3 Money Making Trail in FATA**

The goods flooding Pakistan are not only imports into Afghanistan under ATTA, but smuggled items from China, Iran and the Central Asian states. Pakistan is losing more than two billion dollars in revenue every year due to the smuggling.

In the absence of infrastructure, comparable state institutions, effective legal system, sustainable sources of employment with rest of the country, the informal economy predominantly constitutes the source of livelihood where people smuggle goods, manufacture arms, sell illegally, and are involved in drug



trafficking. On the side lines, people get support from industrial and agricultural activities and remittances sent by family members.

### 2.4.1 Types of Businesses

Generally, people run small businesses in FATA. They also trade within the tribal belt and with the down country markets. Many people are engaged in weapon manufacturing and in all agencies small scale manufacturing takes place. Timber business flourishes in North Waziristan Agency.

Since lack of opportunities has encouraged illegal activities in the area,<sup>82</sup> trading of smuggled goods, tyres, cars, weapons, chemicals, etc., to down-country markets is a major source of employment in the region. Usually one agency becomes a trading hub for one type of goods.<sup>83</sup>

**Table 2.9 Business Activities**

Businesses	Centers	Trading Markets
Weapon	All agencies	Dara Adam Khel (FR Kohat), Sakhakot (Malakand), Bara (Khyber Agency), Peshawar's Karkhano Market, Miranshah, the main town of North Waziristan Agency, Mohmand Agency
Marble	Mohmand Agency	-
Timber	North Waziristan Agency	-
Smuggled goods	All agencies	Down-country markets

Earlier women in FATA were involved in cottage industries and contributed to subsistence economy. Women weaved baskets with *mazri* leaves. However, now due to political unrest and security situation, women have withdrawn and this additional source of income has been eliminated. Before the crisis, women also worked in the fields and looked after livestock and poultry.

Businesses in FATA are not governed under any law because of the absence of any sort of regulatory legal framework in place. Also, FATA's industrial sector is the ultimate free-market environment as statutory regime regulating industrial activity elsewhere in Pakistan does not apply to the tribal areas. In the absence of adequate legal cover, investment is a risky business.

Under the tribal system, outsiders cannot own land in the region. Any industry that is set up in FATA requires some form of contract with the tribe on whose land it is established.

Current State Bank of Pakistan's restrictions prohibit financial institutions from extending loans to people in the tribal areas. Commercial banks though operating in FATA do not advance loans to people of FATA as absence of land revenue act make it impossible for banks to ensure collateral for advances.

*Adapted from: FATA Development Authority (2010) Survey-Enumeration of Industries, Service Sector Entities, Labor force and Identifying Constraints in FATA*

<sup>82</sup> World Food Programme (2007) *Rapid Needs Assessment Of Federally Administered Tribal Area (FATA)*, 13-19 February, Pgs. 1, 6

<sup>83</sup> Mian, Asif (2009) *FATA: Tribal Economy in the Context of Ongoing Militancy*, Pak Institute for Peace Studies, Pg. 2

## 2.4.2 Industry

Industrial sector of FATA mainly consists of coal mining, extraction of marble, sporting and light arm manufacturing, cloth sewing, candle making, and ice making etc. A study of FATA Development Authority (FDA) of 1815 industries in FATA informs that a majority of industries are small (66%) to medium (32%) size units and only 2% are large scale units.<sup>84</sup> Impediments to establishing large scale manufacturing industries are: lack of availability of credit facility, deteriorating law and order situation, frequent power shortages, non-availability of skilled labor and poor infrastructure.

The small and medium size industries are labor intensive but fail to provide enough job opportunities and absorb the large unemployed labor force including the youth. Absence of economies of scale coupled with inefficient production techniques lead to higher per unit cost and consequently expensive than the products available in the market.<sup>85</sup>

Of the 1815 industries, FDA studied, 92% of industries have been closed in Kurram, 73% in Bajaur, 53% in North Waziristan and 50% in South Waziristan due to bad law and order situation, frequent power break downs, high operating costs and unavailability of raw material supply.<sup>86</sup> Also, generally, because of large-scale demographic movements due to conflict and destructions, several units have been abandoned.

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<sup>84</sup> FATA Development Authority (2010) *Survey-Enumeration of Industries, Service Sector Entities, Labor force and Identifying constraints in FATA, October*, Pg. 25

<sup>85</sup> *Ibid*, Pg. 33

<sup>86</sup> *Ibid*, Pg. 34

### 3. PAST AND ONGOING PROGRAMS AND PROJECTS: LESSONS & EXPERIENCES

Since 2000 many planned development programs and projects have been carried out in FATA in the areas of livelihood, agriculture, infrastructure, small and medium enterprise development, and capacity building of the line departments involved in implementation of these projects. The development players include: Pakistan Army, Government of Pakistan, donors and non-governmental organizations. Details of their activities are at Annexure-II.

**Table 3.1 Donor Led Development Activities in FATA**

The Livelihoods Programme			
Coverage	Duration	Funding	Activities
Lower Dir in KP and Bajaur, Mohmand and FR DI Khan-Transition Phase	2011-1 year	Swiss Agency for Development & Cooperation	<ul style="list-style-type: none"> <li>- Coriander value chain in Mohmand</li> <li>- Exploring potential mineral sector in Mohmand</li> <li>- Chalghoza Value Chain in FR DI Khan</li> </ul>
Area Development Project for Frontier Regions			
6 FRs	3 years-April 2010-12	Govt. of Italy-Rs. 700 million	<ul style="list-style-type: none"> <li>- Agriculture development-Rs. 100 million</li> <li>- Water resource development-Rs. 125 million</li> <li>- Irrigation-Rs. 125 million</li> <li>- Infrastructure development-Rs. 300 million</li> </ul>
Economic Rehabilitation and Revitalisation Project			(FATA Component)
7 agencies and 6 Frontier Regions of FATA	2012	International development partners /Multi donor Trust Fund- Rs. 595 million	<ul style="list-style-type: none"> <li>- Direct support to SMEs through a matching grants program</li> <li>- Financial and technical support to FATA for attracting investment from Diaspora</li> <li>- Building capacities for undertaking regulatory reforms and promoting investment for a conducive business climate</li> </ul>
Multi-donor Trust Fund			
Khyber Pakhtunkhwa, Balochistan, and FATA	Established in August 2010	International development partners, administered by the World Bank	<ul style="list-style-type: none"> <li>- Pillar 1: Restoration of Damaged Infrastructure and Disrupted Services</li> <li>- Pillar 2: Improvement of Provincial and Local Service Delivery</li> <li>- Pillar 3: Livelihood Support and Creation of Employment Opportunities</li> <li>- Pillar 4: Governance through Capacity Building and Institutional Strengthening</li> </ul>
FATA Rural project-ADB (Northern FATA)			
Initiated in 3 agencies: Khyber, Mohmand, Bajaur	Six years: 2006-07 to June 30 2012	ADB:-Rs. 5 billion	Agriculture development; Livestock; Forestry; Water resource development; Irrigation; Road development
South FATA Development Project			
Kurram, N. Waziristan, S. Waziristan	2000	IFAD	Micro finance
USAID FATA Development Program			
	5 years December 2007- December 2012	US government-\$750 million	<ul style="list-style-type: none"> <li>- Energy</li> <li>- Health</li> <li>- Education</li> <li>- Economic growth</li> <li>- Stabilization of Border Areas</li> <li>FATA Livelihoods Program; Malakand &amp; FATA Housing Support Program; Radio Transmitters Project in FATA &amp; KP;</li> </ul>

The Livelihoods Programme			
Coverage	Duration	Funding	Activities
			FATA Child Health Project; FATA Institutional Strengthening Project; FATA Infrastructure Project; FATA Capacity Building Project; FATA Capacity Building Project; Cash Support Program for IDP Families - Humanitarian assistance Cash Support Program for IDP Families

Details at Annexure II

### 3.1 Pakistan Army

After launching its operation in South Waziristan in 2009, Pakistan Army moved village by village and cleared 18 villages and declared them safe for natives of the land to return. By July 2011, out of 300,000 persons displaced, over 18000 persons had returned.

In these villages, the army has carried out development activities and developed a model village in Chagmalai. The village has a primary school for boys and girls, mosque, poultry farm, bee farm, and market. The villagers provided the land for the model market. The shops were given to the most deserving community members as suggested by the village elders. On the pattern of Chagmalai, work on two more villages, Kotkai and Splitoi, is underway.

The Army is providing support for revitalization of livelihood activities through initiation of enterprises, land preparation, establishment of training centers. A technical training center is being established by Army in the South Waziristan and five Skills Development Centers are planned.

The Army has also temporarily restored water channels in a number of areas as the irrigation system is not functional in most of the places in South Waziristan.

### 3.2 Government

The government of Pakistan has formulated a plan for long-term and sustainable development of nine years (2006-15) with an outlay of US \$2.06 billion. The government's share to this is \$1 billion whereas the US Government has committed to provide \$ 750 million over a period of 5 years. There is a gap of \$250 million.<sup>87</sup>

Of the many initiatives FATA, the government has established FATA Investment Facilitation Authority to facilitate investment. The authority will be responsible for regular oversight, monitoring and regulation of investment related activities in the public and private sector, framing of regulatory framework for investment and enterprise development, interaction with investors for industrial development and facilitation of banks and other financial institutions to enhance their coverage and introduce micro-credit schemes for SMEs in FATA.

<sup>87</sup> Embassy of Pakistan USA (2008) Economic Division, July 1;  
<http://www.embassyofpakistanusa.org/forms/FATA%20Development%20Program%202008.pdf>

In 2011, the governor of KP met with FATA Diaspora in the Middle East for philanthropic contributions to and investment in the development of FATA.<sup>88</sup>

Besides, a Multi-Donor Trust Fund (MDTF), administered by the World Bank, has been set up in August 5, 2010 for reconstructing and rehabilitating the conflict-affected areas of KP, FATA and Balochistan. MDTF projects are being executed by the Governments of Pakistan, KP, FATA, and Balochistan. Australia, Denmark, the European Union, Finland, Germany, Italy, Sweden, Turkey, UK, and the USA have pooled a total of \$139 million (pledged as of March 30, 2011) through the Fund to support these reconstruction activities.<sup>89</sup> The projects to be undertaken through the funds are:

1. Economic Revitalization of KP and FATA
2. Governance Support Project
3. FATA Rural Roads-\$16 m
4. FATA Urban Centers Project-\$7 m project
5. FATA Rural Livelihood and Community Infrastructure Project

**Lessons from Economic Revitalisation and Governance Support Program-MDTF**

- Maliks be involved in the process
- Communication strategy-radio programs work best
- Gender involvement is different from settled districts. With dialogues with community make inroads meet men first and then gradually involve women
- Security, law and order are prerequisites
- Shortage of human resource
- Behaviour change is a soft component and takes time
- Governance system needs improvement
- The facilities are distantly located and inaccessible
  - o Hospitals and doctors are there but doctors don't go to hospitals
  - o Schools and teachers are there but teachers remain absent

Economic Revitalization Project (FATA Component) and Governance Support Project have already begun. The Economic Revitalization FATA and KP-cost US\$ 20 million-will rehabilitate and revitalize the economy of the selected areas by strengthening SMEs, attracting investment, developing long term growth opportunities for private sector.

Governance Support-cost US \$6 million-will include enhancing capacity of KP and FATA administration to manage and implement Post Crisis Need Assessment Program.

Focusing on youth and brining them toward healthy activities, there are plans underway to set up sports academies in FATA and Khyber Pakhtunkhwa. The government and the USAID together will provide sports kits and infrastructure to Malik Saad Memorial Sports Trust (MSMST) for the academies. Priorities areas for establishing academies are Bajaur, Mohmand and Waziristan agencies.<sup>90</sup>

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<sup>88</sup> Dawn News (2011) Overseas Pakistanis Urged to Invest in FATA, Nov 14, Peshawar; <http://www.dawn.com/2011/11/14/overseas-pakistanis-urged-to-invest-in-fata-2.html>

<sup>89</sup> Khyber Paktunkhwa, Balochistan and FATA Multi-Donor Trust Fund; <http://www.pakistanmdtf.org/>

<sup>90</sup> Yusufzai, Ashfaq (2011) *To defeat terrorism Sports Academies in KP, FATA planned, Aug 21, Peshawar*; <http://www.dawn.com/2011/08/22/to-defeat-terrorism-sports-academies-in-kp-fata-planned.html>

Government and international organizations have extended some support for reconstruction of houses (one room).

For economic revitalization, plans are underway to set up industrial estates in FATA. A Marble City is being set-up in Mohmand Agency in collaboration with Pakistan Stone Development Company Islamabad (PASDEC) to process marble into products as demanded in the international market. The Marble City will be equipped with a dedicated infrastructure, regular power & utilities availability within the same vicinity which will substantially reduce the cost of doing business besides having a continuity of flow in operations.<sup>91</sup>

Likewise, a Small Industrial Estate, meant to bring the un-organized and hitherto scattered small Hunting & Sporting Arms Manufacturing units to an organized Industrial Estate is underway in Dara (FR Kohat).<sup>92</sup>

### 3.3 Donors and Non-governmental Organizations

Community Appraisal and Motivation Program (CAMP) has been working in FATA since 2002 with IDPs and communities responding to emergencies, improving access to quality health and education, creating livelihood opportunities and working closely with communities and government departments to promote human rights, peace and security. The Communities for Change Project, Phase II which started off in May 2011 to March 2012 aimed to empower communities from the FATA (residents and diaspora) to better understand local and regional governance issues, and to create momentum for needed change to stabilize the border region of Pakistan. The Phase III projects-April 2012 to March 2013-include Rule of Law, emergency health improvement, livelihood project, livelihood development, peace building through Participation in FATA and PATA. These projects are funded by the Government of Germany, German Development Bank, GIZ, SDC, EU and KfW respectively.

#### Lessons from FATA Rural Development Project-ADB

- The work was implemented through 25-30 member male community organizations.
- In the beginning the village communities were unwilling. Awareness was given through radio and pamphlets to change the minds of the people but still only male community organizations were formed.
- Ultimate beneficiaries of drinking water supply schemes are women as dugwells and communal tanks are then located close to their home.
- Agriculture and livestock departments lack technical knowledge.
- Due to security reasons field activities were limited and agriculture demonstration activities became difficult to conduct.
- Community contribution ensures ownership and community protects its assets.

Fourteen United Nations Agencies have developed an Early Recovery Framework proposing approximately \$200 million worth of investment in Bajaur, Mohmand, Orakzai, and South Waziristan under ten thematic areas of

<sup>91</sup> FATA Development Authority; <http://fatada.gov.pk/MohmandMarbleCity.php>

<sup>92</sup> Small Industrial Estate in FR Kohat; <http://fatada.gov.pk/IndustrialEstate.php>

intervention including community restoration project, community infrastructure, non-agriculture income generation, peace building, and capacity building of FATA Disaster Management Authority.

Funded by the Asian Development Bank (ADB), FATA Rural Development Project (Northern FATA)-Rs. 5 billion-was carried out from 2006-2012 in Khyber, Mohmand, Bajaur to improve productive potential of the water, improve farm to market roads, irrigation system, drinking water supply service, agriculture and livestock and forest situation in the selected agencies.

Swiss Agency for Development and Cooperation (SDC) initiated a-year-long livelihood programme in 2011 in Bajaur, Mohmand and FR DI Khan for pilot testing activities to feed into the larger Regional Programme Hindukush for KP and FATA.

Area Development Project for Frontier Regions funded by the Government of Italy under Pak-Italian Debt for Development SWAP (PIDSA)-Rs. 700 million-was undertaken in April 2010-2012 to promote agriculture, water resource development and communication infrastructure in the six Frontier Regions of FATA.

IFAD funded South FATA Development Project for Kurram, North & South Waziristan Agencies in 2000-cost US\$ 66.423 million. Initially commercial credit line, through Bank of Khyber, was established for enterprise development and community credit pool-community based revolving fund- organized for income generation targeting 3,809 beneficiaries. Later in the project, the Bank of Khyber withdrew from the project.<sup>93</sup>

USAID-funded programs in FATA aimed at enhancing capacity and strengthening citizen/state ties, work primarily through the federally controlled FATA institutions and civilian bureaucracy. USAID's Office of Transition Initiatives (OTI) focuses on small rural infrastructure projects and aims to "facilitate FATA's integration into

#### **Lessons from the Livelihoods Programme-SDC**

- Adopt a low profile approach by employing Conflict Sensitive Program Management.
- Local partners understand local context and enables the program to properly understand context and avoid unnecessary risks.
- Communities exposed to development interventions in the past resisted insurgency and extremist elements.
- Conservation is rooted in lack of exposure to other cultures, unequal rights (not granting even those given in religions), deprivation, poverty and lack of education/awareness.

#### **Lessons from Area Development Project for Frontier Regions**

- Bottom up planning and involvement of stakeholders in the project planning is essential.
- Integrated approach to the development of specific area through implementation of agriculture activities, irrigation channels, and construction of farm to market road will have ever lasting socio-economic impacts.
- For sustainability of the project achievements, the activities need to be continued beyond the project period through support from the government or other donors.

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<sup>93</sup> International Fund for Agricultural Development, Pakistan (2007) Country Programme Evaluation, Working Paper on Rural Finance, 3 September

Pakistan's political and economic mainstream" by improving the "economic and social environment in the region". Other programs underway include: a three-year capacity building program for FATA government institutions and NGOs run by Development Alternatives, Inc. (DAI); humanitarian relief, including to IDPs, through the USAID Office of Foreign Disaster Assistance (OFDA); and a five-year FATA Livelihoods Development Plan, run by INGOs Cooperative Housing Foundation and AED (Academy for International Development) along with their implementing partners, the International Rescue Committee, Save the Children, Merlin and JE Austin.<sup>94</sup>

Creative Associates and International Organisation for Migration (IOM) are OTI's implementing partners.

### **3.4 Sources of Funding for Planned Development**

The Government of Pakistan decides funds for FATA under the Annual Development Plan for development expenditure only. The fund is released through FATA Development Authority. The 2012-13 ADP budget of Rs. 16 billion will be distributed among agencies and FRs, taking population and area into consideration, whereby 65% goes to agencies and 35% to FRs. However, utilization of funds have historically been low.

The 'development budget' for FATA comprises ADP allocations, other Public Sector Development Programme (PSDP) allocations for programs and projects, donor contributions, and funds to members of the National Assembly and Senate. ADP allocation is part of the federally funded PSDP. The PSDP provides separate funds for programs and projects in various agencies and FRs, and contributes to donor-assisted initiatives. The government also provides funds to each member of the National Assembly and Senate from the Khushhal Pakistan Programme to be disbursed in their own constituencies.<sup>95</sup>

The non-development expenditure and recurring costs that fall under 'regular budget' provides for salaries and office management costs of the Civil Secretariat FATA, its directorates and their field staff- met by the federal government, through the Ministry of Finance-are reflected as 'non-ADP' expenditure in the federal budget. Expenses of the political administration in each agency are also part of the regular budget.<sup>96</sup>

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<sup>94</sup> USAID projects information lifted from Pakistan: Countering Militancy in FATA, Crisis Group Asia Report N°178, 21 October 2009, Pg. 19

<sup>95</sup> FATA Secretariat, *FATA Sustainable Development Plan 2007-2015*, Pg. 17

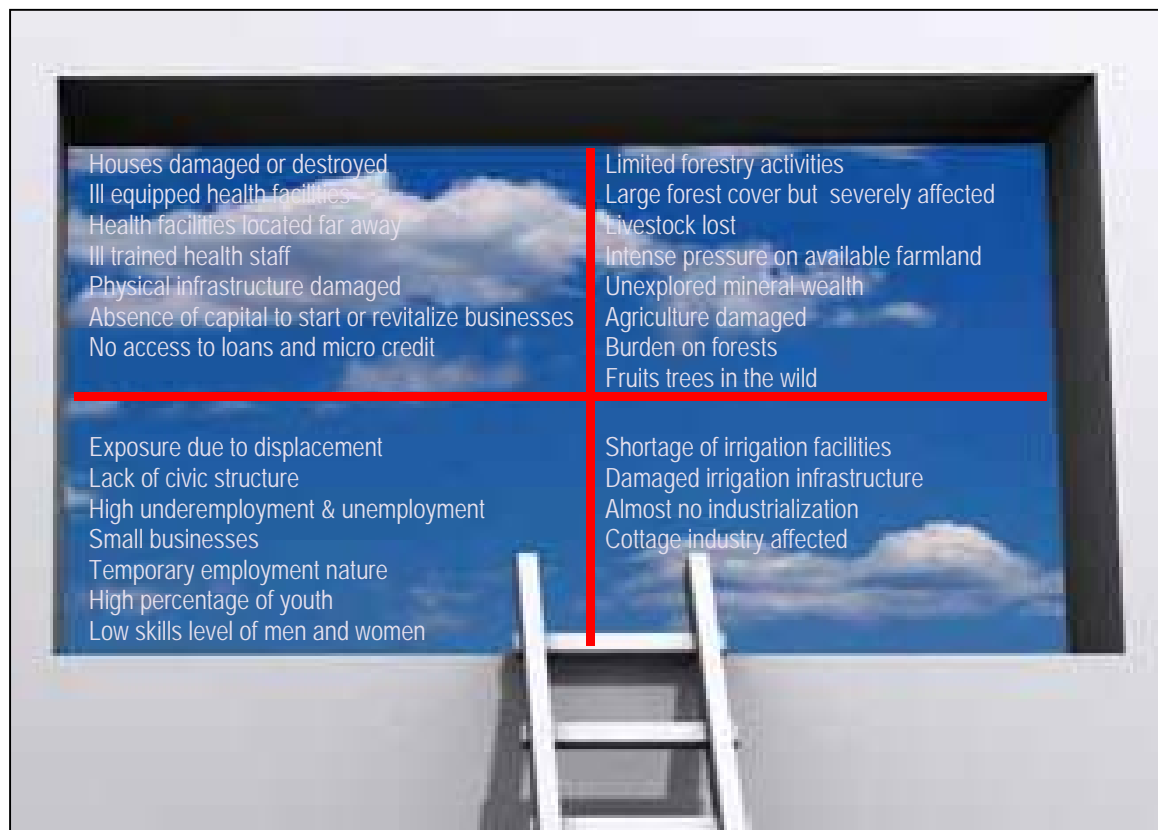
<sup>96</sup> FATA Secretariat, *FATA Sustainable Development Plan 2007-2015*, Pg. 17



Part Two:  
VISION 2020

## 4. ENVISIONING THE FUTURE

As crises and conflict hit FATA, the situation underwent further deterioration translating into economic dislocation, health and education crises, loss of assets or access to them, and loss of social capital. The key sources of livelihood, agriculture and livestock rearing, have been affected with crops damaged and animals lost and destruction of access to the means to reproduce both crops and livestock. Irrigation system at most of the places is not functional anymore and there are issues of shortage of water, non functional tube wells, and regular power supply.



**Figure 4 Stresses and Opportunities**

People depended on forest for fuel wood, timber, fodder earlier and now much of the forest land has been affected and people collect fuel wood from gardens and orchards. Fruit trees grow abundantly in wild but their production is not on commercial basis.

Many displaced persons are also reluctant to return to their former land because of lack of physical facilities, such as schools and health posts, damaged or destroyed houses, lack of work opportunities. In view of temporary nature of employment, relatively low level of mining, little industrialization, and absence of commercial harvesting of non-timber forest products, better income generation activities are needed to ensure food security, capture value on what is locally produced in FATA, and employ the many unemployed, especially, the large youth force.

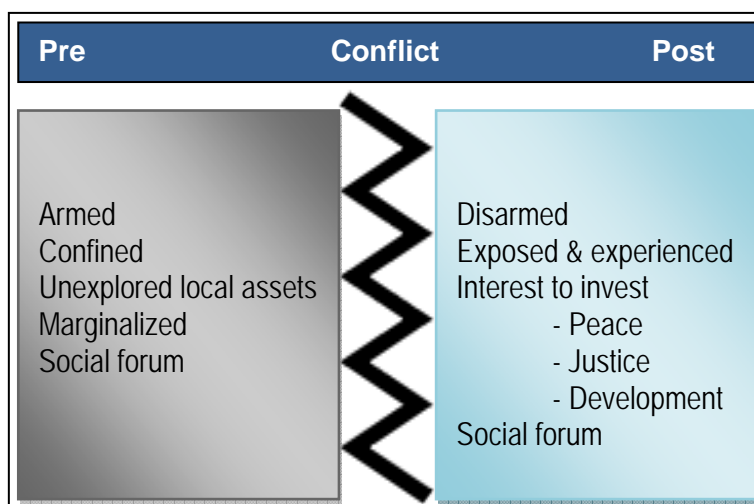
## 4.1 Opportunity Analysis

Feeding into situation analysis is SWOT analysis conducted with the Partner Organizations (POs) of PPAF. A consultative workshop was held on February 22, 2012 with a group of 24 representatives from 14 civil society organizations with the purpose to gain input from people who not only hail from the local communities but also have first-hand experience of working in these areas. Their knowledge and experience was pivotal to discern what's happening in FATA, understand the many challenges of working and delivering services and identify the FATA communities' strengths and opportunities, weaknesses and threats (Annexure III).

There already exists *jirga*-a social institutional set up-which, despite changes over the last 30 years, to some extent is in sync with the social and economic realities of FATA and is a powerful communication channel. Using *jirga* platform and benefiting from strong tribal/community bondage, community organizations could be established for implementing development activities. FATA's economy could be restored to new life and vigor if based on natural resources: flora, minerals, and gems and its strategic geographic location is capitalized to develop trade with the Central Asian nations. There are prospects of increasing agriculture because of abundance of land and water. The government and international community are willing to invest in the reconstruction of FATA and address its many woes: lack of education facilities, lack of employment opportunities, absence of chances of youth development, lack of community bonding, conflict, distrust toward state and among people, and negative perception of civil society organizations, etc.

## 4.2 FATA Vision and Strategies

The pre and post conflict situation shows two stark differences. Earlier, FATA citizens were heavily armed and more or less confined within FATA. Military interventions and US led attacks have unarmed the people of FATA and displacement gave exposure to the uprooted population to the world outside FATA. Now this is an opportunity to build social capital, community camaraderie and a shared identity, and build on changes in gender relations which occurred in conflict situation to promote opportunities for women. Before these people start thinking of anything else, they should be engaged in positive construction of their region to propel a community driven development.



**Figure 5 Pre and Post Conflict Situation in FATA**

FATA is not mainstreamed into national political, social, and economic space. The present situation provides an opportunity for PPAF to act on with a conflict sensitive approach, build back social capital, create life producing activities within the region, and bring peace and livability. The many areas PPAF could look into for planning its interventions are:

a) Civic Infrastructure

FATA presents a unique situation where formal system of governance has broken down and conflict has fragmented informal bonding among the people and strained even family ties. A system of trust and social capital building is lacking.

A platform of civic engagement, access to information, philanthropic and volunteer activities, and interest groups would link and network individuals, households and communities, develop mutual trust to fuel the process of development, involve them in the activities of the communities and keep them informed about the activities. Along the same line, public places such as libraries, parks, market squares, etc., are needed to serve to organize activities around them, promote civic participation, and as a gathering place anchor community.

Need: Civic infrastructure in the agencies

b) Rehabilitation and Reconstructing Physical Capital

Restoration and reconstruction of infrastructure and shelter, is the paramount requirement of the region. Access to health, education, water and energy, sanitation, and communication services need to be expanded through rehabilitating existing services, providing new services, and capacitating the staff. Alongside, behavior change campaigns need to be conducted to improve access to health and sanitation. Local, off-the-grid clean energy sources, such as micro-hydro and solar options have to be looked into to link up the isolated communities of FATA.

Need: Access to basic physical, health and educational infrastructure

c) Business and Employment

Restoring livelihoods by building on local assets and strengthening current livelihood practices is necessary to put back life on track in the tribal agencies. Economic revitalization plan of FATA needs to look into the following:

1. What other goods and services are needed for local economic generation based on local assets
2. What are the demands of goods across the border?
3. What are women already practicing in FATA and what women specific businesses could be developed and cooperatives formed to benefit from strength?
4. How interest groups could be linked with markets both national and international?

- *Agriculture, Livestock and Forest Products*
  - Improving agricultural production by providing information and training to farmers on: improved crop production through alternate and profitable crops; improved seeds; and better management and marketing techniques.
  - Introducing better practices in rearing livestock, such as feeding practices, vaccination, breeding, marketing, etc, households assets could be saved and increased.
  - Since a variety of fruit grows in FATA, producing fruits by raising fruit nurseries having fruiting species for commercial purposes could be looked into. Fruit bearing olive nurseries could be established and olives grown as commercial enterprise.
  - Chalghoza pine, walnut, fig, and mulberry grow naturally and have commercial value and could be purposefully managed through better management and marketing techniques and capturing more value before they leave the region.
  - Reducing burden on forests by developing alternate sources of energy, such as solar energy projects, gas and LPG at cheaper rates and at the same time giving awareness for forest preservation and raising forest nurseries for reforestation could be some of the ways to have sustainable resource base.
  
- *Skills and Jobs Development*
  - Skills development and jobs development services to men, women, and youth is the key to make the people of FATA diversify their means of livelihood and make it strong and resilient.
  - Based on literature review, areas of training for men may include driving, marble extraction, marble products, mosaic art, masonry, plumbing, enterprise development, etc. Women may be trained in traditional income generation activities, such as tailoring, embroidery, handicrafts, livestock rearing, *mazri* work as well as computer, nursing, teaching, and midwifery. Further the women and men could be trained to produce value added products, such as processing of dry fruit, fruit, and vegetables into jams, jellies and pickles.
  
- *Small-scale Industries*
  - Small-scale industries based on traditionally practiced skills and locally available raw material needs to be developed. By addressing their infrastructure needs, bringing in investments, establishing conducive business environment having interconnected businesses, suppliers, and associated institutions, and enhancing product value, local economy could be reinvigorated, many employed, and options created for others.

Need: An economy that builds on local assets, skilled workforce, and value added production

d) Governance and Peace Building

Because of the security, political, social, and economic stresses, regions emerging from conflict require support along security, political-administrative, and socio-economic features of governance for reconstructing their infrastructure and recreating their institutions.<sup>97</sup>

Challenges of reconstruction in post conflict situation in FATA cannot be met until there is a lasting peace-multifaceted stresses and crisis drivers are addressed-and progress is made on good governance strategies.

Many of the starting points for consolidating peace and promoting good governance fall in the sphere of the government as stability and peace require a political solution. Government, military, national policy makers and international policy makers only have solution for peace in FATA. However, civil society organizations and international development community could support government and military by, such as lobbying and advocating for transparent and participatory governance and security; promoting local communities by drawing them in the development process; satisfying their basic needs and; creating legal employment thus addressing the specific political-administrative and socio-economic dimensions of governance. Civic participation will itself prevent recurrence of violence and help develop tolerance and peaceful ways of conflict resolution. Again, these non-governmental efforts will lubricate peace building process and support government measures.

**Table 4.1 Starting Points for Promoting Good Governance**

Security	Political-administrative	Socio-economic
<ul style="list-style-type: none"> <li>- establishing and maintaining the state monopoly of power</li> <li>- granting physical integrity</li> <li>- democratic control of the security sector</li> <li>- reforming the police service at all levels of the state</li> <li>- small arms control</li> </ul>	<ul style="list-style-type: none"> <li>- system that is legitimate, transparent, and inclusive</li> <li>- constitutional reform</li> <li>- division of power and inter-ethnic cooperation</li> <li>- group autonomy and vertical division of power through integrative decentralisation</li> <li>- democratisation and elections</li> <li>- rule of law and judicial reform</li> <li>- remembrance and reconciliation</li> <li>- efficient provision of services, combating corruption</li> <li>- promotion of local communities</li> </ul>	<ul style="list-style-type: none"> <li>- macroeconomic stabilisation</li> <li>- regulating ownership</li> <li>- constraining and transforming economies of violence satisfying basic social needs</li> </ul>

**Source:** GTZ Promoting Good Governance in Post-Conflict Societies, Project on Democracy and the Rule of Law

Need: Governance reforms

Based on the above discourse, the vision for Federally Administered Tribal Areas describes where selected areas of tribal areas will be by 2020. The strategies to achieve that future are framed around existing limitations of the area, considering the breakdown of political and administrative system, recognizing the importance

<sup>97</sup> GTZ 92005) Promoting Good Governance in Post-Conflict Societies, Project on Democracy and the Rule of Law, Discussion Paper

of civic engagement and community camaraderie, valuing local assets for building local economy, and identifying difficulties in access to physical infrastructure services. Also to this vision takes into account the future of FATA as envisioned by the Partner Organizations of PPAF (Annexure IV). The vision for Federally Administered Tribal Areas is:

**“By 2020 FATA is peaceful, economically vibrant, and livable.”**

The strategic objectives are:

1. To promote good governance and peace
2. To develop civic infrastructure in the agencies
3. To create a diverse economic base and business environment that builds on local assets, skilled workforce, innovation and value added production
4. To provide access to basic physical, health, and educational infrastructure

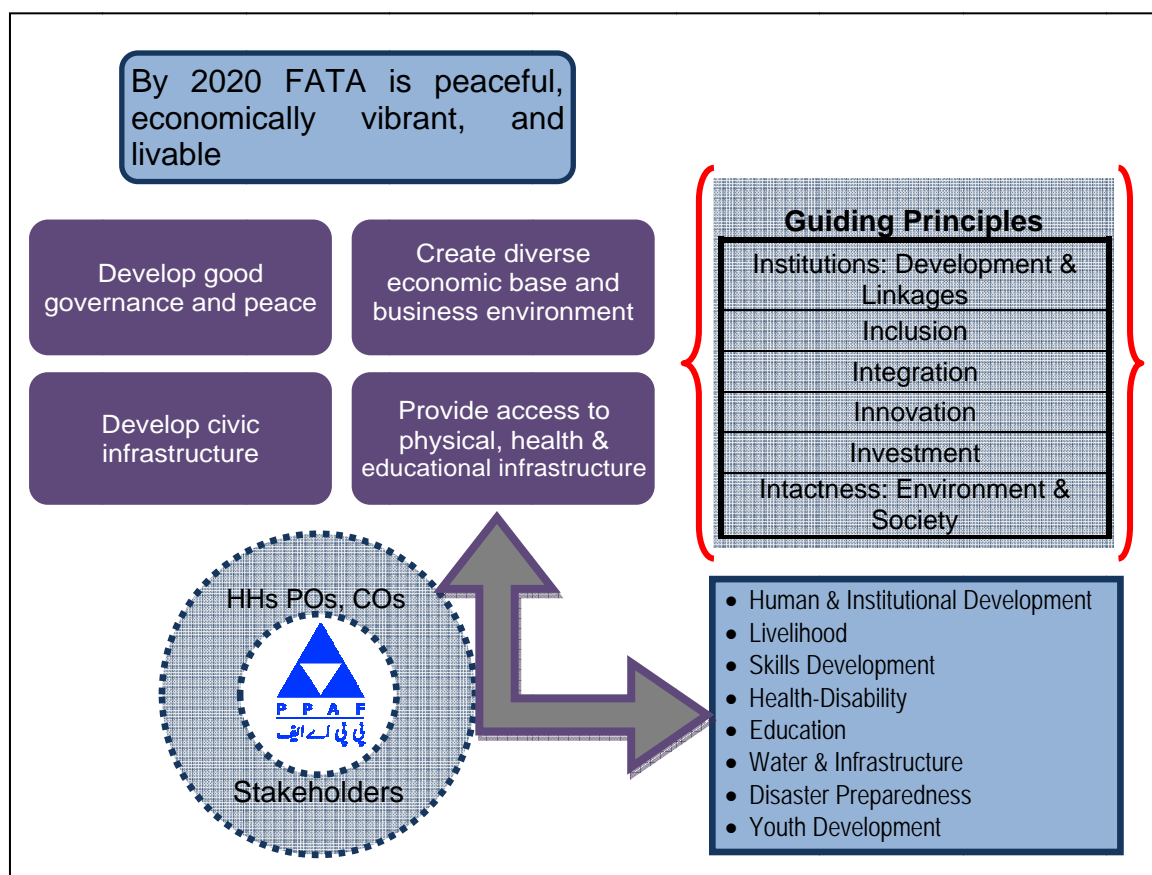


Figure 6 Vision 2020

### 4.3 Getting There: Creating a Strategic Thrust

Following its guiding principles, PPAF will implement its various initiatives and programs and navigate to FATA Vision 2020. The principles are:

- a) Institutions: Development & Linkages
- b) Inclusion
- c) Integration
- d) Innovation
- e) Investment
- f) Intactness: Environment & Society

These principles identify how PPAF will develop institutions it will work with, how different stakeholders will be brought into the development process and making them active recipients; recognize urban and rural nexus and spatial dimension of development for a regional approach to rural poverty reduction; generate and apply new approaches and processes based on the local assets of FATA; prioritize areas and strategies for investment; maintain resources and assets for a considerable period of time and; interventions benefit all segments of society. The principles are detailed out below.

**a) Institutions: Development & Linkages**

Solutions to problems are best developed and implemented by those closest to the problem (Hounslow, 2002). Hence, communities where the interventions take place and the Partner Organizations are the most important entities in the process of development. Households will be involved in the process and civic participating promoted by organizing households in the form of community organizations. Though initially, PPAF will form male community organizations, gradually, women community organizations will be formed. Success of these institutions will be ensured by: building capacity through education and development of human and social capital and; building capacity to link with other actors. PPAF will bring into use the strengths and capabilities of its Partner Organizations and make the more experienced ones to lead local development.

The community organizations, institutions of the poor, will be formed at the community level, village level and Tehsil level. Capacity building of these organizations will be undertaken in the areas of leadership, management skills, financial management, accountability and integrity, and environmental responsibility to enable communities to take ownership of the projects and services and maintain them as well.

Besides, since there is much scope in working together, focusing on developing institutional linkages, PPAF will jack up the capacity of the community based institutions to interact with local people, public institutions, private institutions, intermediaries (international and national NGOs, and corporate sector) providing non-government support and make institutions at various levels take advantage of not only the opportunities that present themselves but also create

Interaction of COs with private institutions comprise dealings with market traders for supply of seeds, fertilizers, sprays, agriculture implements, medicines, books, etc., private banks, transporters, contractors, private schools, etc. There are a few COs which as collective body deal with market traders while the rest do not. None of the sampled COs deals with private banks, contractors and private schools. Only some farmer cooperatives (FCs) in Khushab through their network and village organizations in Gilgit deal with transporters and benefit from economies of scale.

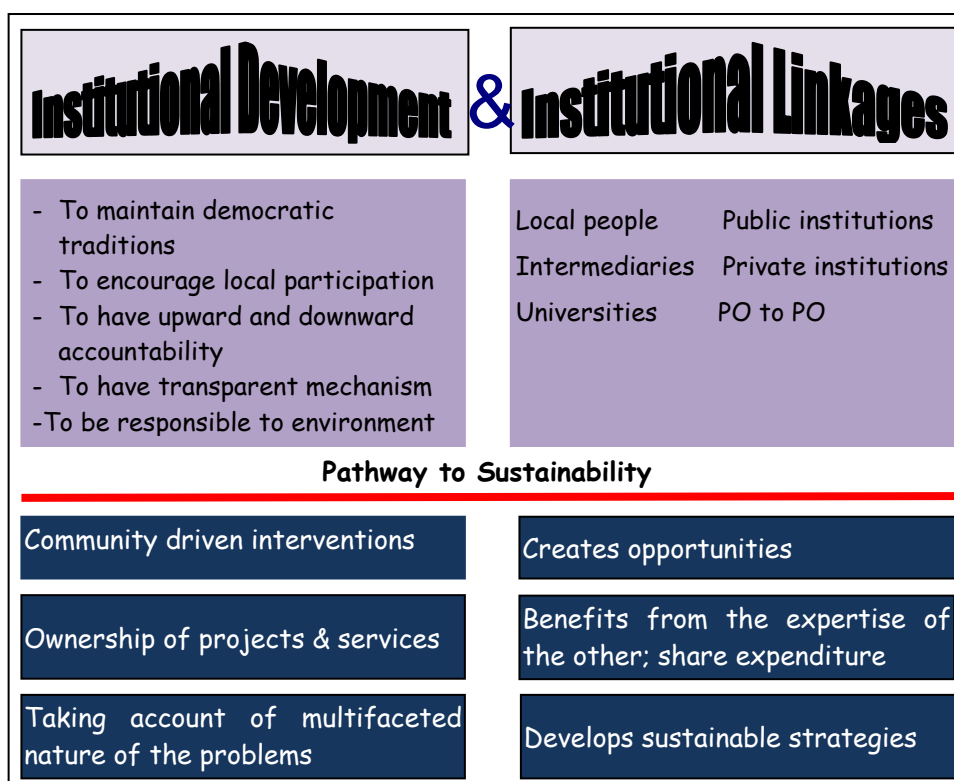
**Source:** Social Assessment for Pakistan Poverty Alleviation Fund (PPAF-III) (2009)

...improved social capacity is essential as it is a necessary glue for social resilience and for economic development (Brown et al., 2002)

The notion of capacity building is inexorably linked with that of sustainable development.

Barker, Adam (2005) *Capacity building for sustainability: towards community development in coastal Scotland*

opportunities. In addition, PPAF will establish mechanism for PO to PO linkages so that Partner Organizations learn from each other and link universities in KP with rural communities.



**Figure 7 Institutional Development and Linkages**

Developing linkages will comprise networking with philanthropists and influential people to generate funds from the local resources, interfacing with departments of the local government for smooth progression of initiatives, interacting as collective body with private institutions, such as market traders, private banks,

transporters, contractors, private schools, etc., engaging with national and international NGOs, donors and corporate sector and converting the symbiotic one way relationship into two way interactions for socially safe and environment friendly investment.

Universities can contribute to developing such capacity and better fulfill their research and education mandates if they engage directly with communities. Post-graduate programmes that encourage experiential learning and action research by working closely with rural communities require additional resources and commitment but they could significantly contribute to capacity development...

Closer links between universities and rural communities build graduates' effectiveness and contribution to development. At the same time community engagement with universities provides rural people with access to knowledge and skills, and enhances their ownership and voice, thus strengthening local institutions.

UNDP (2010), *Linking Universities and Rural Areas: Enhancing Capacity for Development*

Linkages with universities and colleges around FATA will lead to a more relevant research at the level of the universities and more efficient service delivery at the level of PPAF by directly engaging graduate students with farmer groups, people intending to develop business enterprise, disabled striving to start up their business, trauma affected people, etc.

## b) Inclusion

Recognizing the challenges in access to services for diverse group of people (ultra poor, youth, persons with special needs, women, widows, orphans, and minority groups) and differences in interests, needs and wants, through a series of participatory practices, the socially excluded individuals and groups will be included in the development process.

**Poverty divides us. Social inclusion can unite us.**

*Heather Boushey (2007), Social Inclusion for the United States, Center for Economic Policy and Research*

Primary stakeholders: Community members experiencing poverty and exclusion.

Secondary stakeholders: People involved with FATA in the policy process: government, civil society organization, public representatives, and tribal leaders, business and suppliers

Tertiary stakeholders: donors, media, financial institutions, experts

Inclusive decision-making and avoiding implementation of activities being dominated by single minded views will entail conducting stakeholder analyses both at the community level with primary stakeholders as well as at the provincial level with secondary and tertiary stakeholders: policy makers, civil society experts, local leaders, donors, etc. The analysis will determine who will be affected by PPAF's interventions and to what extent.

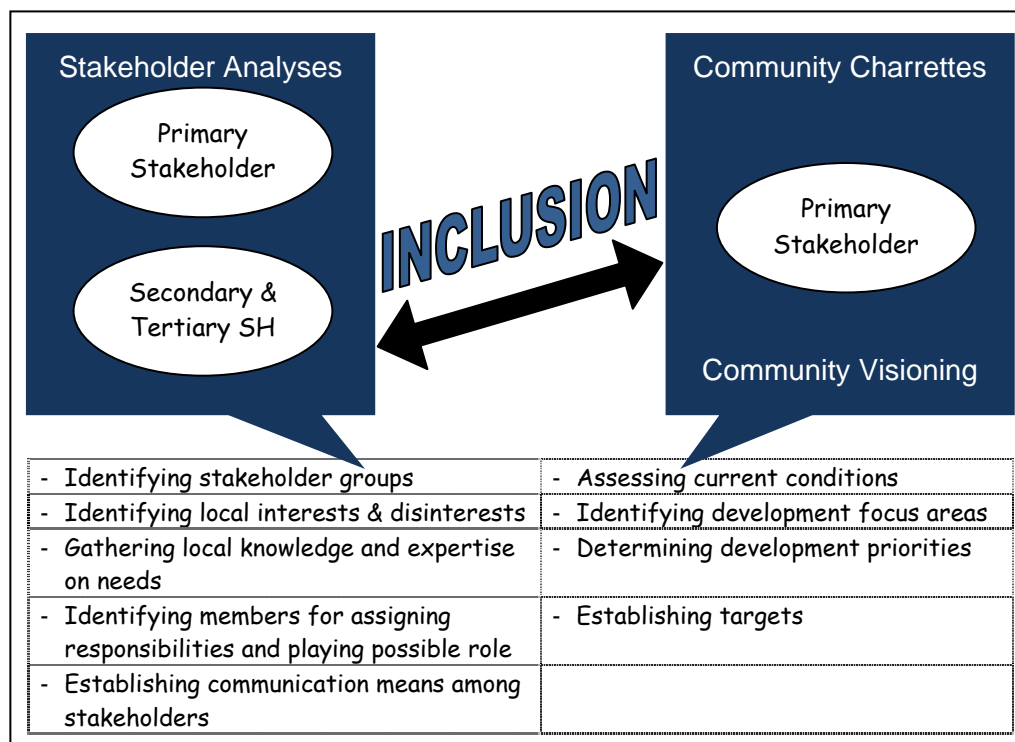
Further, at the community level, POs will hold community charrettes<sup>98</sup> with the CO (established on the existing structure of *jirga*) to develop community vision to describe how their community would look like in the future taking into consideration the present situation, identifying development needs, prioritizing needs, and establishing targets.

Working toward inclusive development, in the consultative workshop with Partner Organizations working in KP, the partners identified stakeholders in FATA, their interest, importance and influence, strategies to gain their support and communicate to them (Annexure-V, VI).

**Stakeholders are those people and organizations that are affected by something - for instance a policy, programme, action or organization.**

*European Commission, Stakeholders' Involvement in Social Inclusion Policies*

<sup>98</sup> In planning, the charrette has become a technique for consulting with all stakeholders. This type of charrette (sometimes called an enquiry by design) typically involves intense and possibly multi-day meetings, involving municipal officials, developers, and residents. A successful charrette promotes joint ownership of solutions and attempts to defuse typical confrontational attitudes between residents and developers. Charrettes tend to involve small groups, however the residents participating may not represent all the residents nor have the moral authority to represent them.



**Figure 8 What is Important: To Whom and Why?**

- **Stakeholder Identification**

“Stakeholders are people, groups, or institutions which are likely to be affected by a proposed intervention (either negatively or positively), or those which can affect the outcome of the intervention” (World Bank 1998).

As identified in the workshop, people, groups, and institutions that will affect or be affected by PPAF projects interventions are individual beneficiaries and their community organizations, Partner Organizations of PPAF, intermediaries, public institutions (Government of Pakistan, Pakistan Army, government line departments, security agencies), Political Agents, community organizations, tribal leaders (Maliks, elders), and Taliban/militants.

- **Stakeholder Interest**

Stakeholders have various interests some favorable for interventions and some may cause hindrance in implementation. Beneficiaries have interest in improving their socio-economic condition, have peace in the community, and have equal access to development opportunities.

Partner Organizations of PPAF have interest in developing institutions and alleviating poverty, and be an agent of change for FATA. Other development intermediaries have the interest in mainstreaming FATA into national space, build community institutions, empower communities and have peace and development in the region.

Among public institutions, the government and line departments are service providers, they have interest in maintaining peace and stability in FATA, want to restore economy of FATA, and is involved in post conflict relief and recovery activities.

The Pakistan armed forces and other security agencies are supporting implementation of writ of the government. They have interest in maintaining law and order in the region for which they keep track of threats from inside the region and outside, ascertain where issue no objection certificates to civil society organizations to work in FATA. Army itself is involved in development activities in South Waziristan.

Political Agents as administrators of FATA have interest in maintaining law and order in FATA.

Maliks and tribal elders take decisions for their community, resolve disputes, and mobilize community resources. However, they tend to exercise control over resources and at times hold on resources.

Taliban have negative interest in development. They are involved in anti state activities and intend to have control over natural resources.

- **Stakeholder Importance and Influence**

Importance means the following.

- 1) The priority given to the stakeholders' needs and interests
- 2) The extent to which stakeholder's needs and interests will be influenced by planned intervention/activity<sup>99</sup>
- 3) Importance given to involving the stakeholders in the process (World Agroforestry Center 2003)<sup>100</sup>

High importance stakeholders are those whose problems, needs, and interest are a priority, their needs and interests will be influenced to a large extent by planned interventions/activity, and/or their role in the activity is important.

Influence and power refers to:

- 1) Power to control what decisions are made
- 2) Power to persuade or coerce others into making decisions and taking certain actions<sup>101</sup>

High influence stakeholders are those who have the ability to affect the implementation of a project due to their strength (Windberg 2006).<sup>102</sup>

The participants categorized stakeholders in terms of their importance for the success of the activity/project and their influence as follows.

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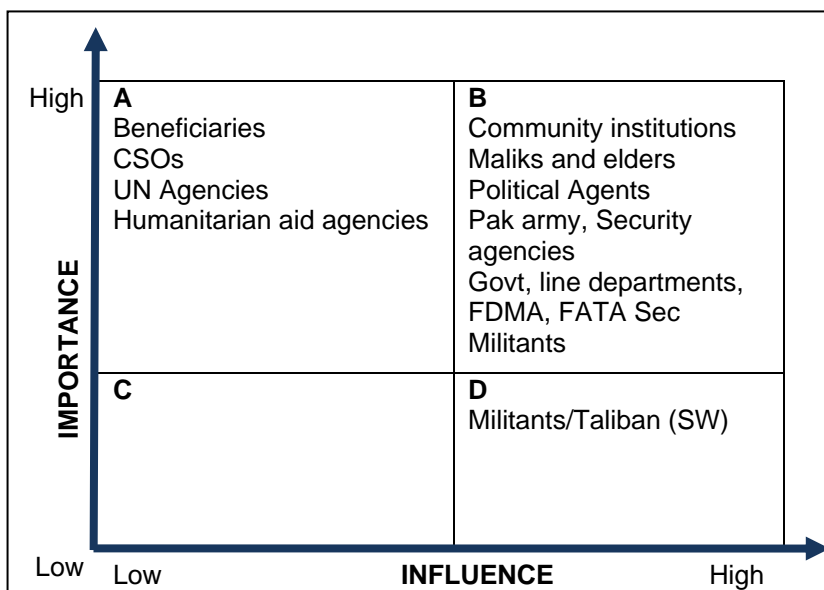
<sup>99</sup> International Waters Learning Exchange and Resource Network; <http://iwlearn.net/publications/III/stakeholder-analysis-tapela>

<sup>100</sup> Stakeholder influence and importance, <http://www.sswm.info/category/planning-process-tools/exploring/exploring-tools/stakeholder-analysis/stakeholder-importanc>

<sup>101</sup> International Waters Learning Exchange and Resource Network; <http://iwlearn.net/publications/III/stakeholder-analysis-tapela>

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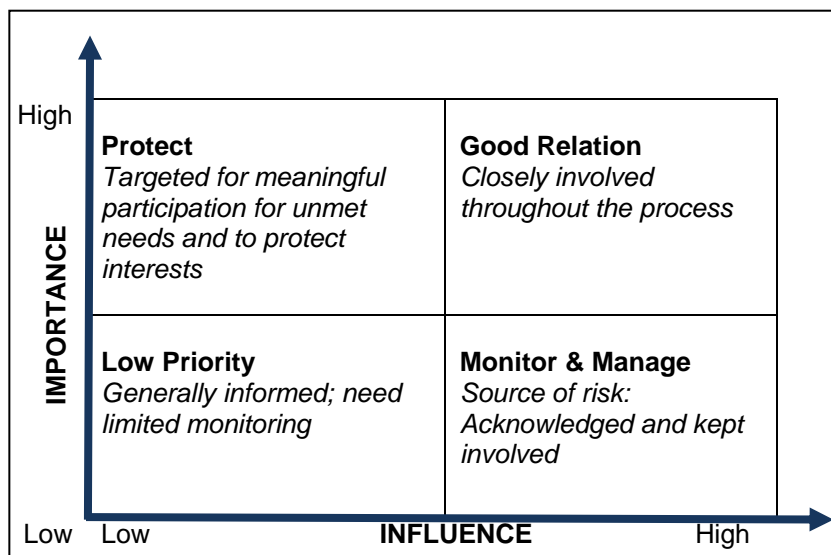
- Category A: High Importance, Low Influence
- Category B: High Importance, High Influence
- Category C: Low Importance, Low Influence
- Category D: Low Importance, High Influence



Source: Adapted from APMAS Knowledge Network

**Figure 9 Importance-Influence Matrix**

- **Stakeholder Participation Strategy**  
Based on identification on stakeholders, their interests, their importance and influence, the section below discusses the approach and strategy to involve the stakeholders, obtain their support and reduce hurdles in the process.



**Figure 10 Approach and Cooperation Model**

Stakeholders in groups A, B and D are the main stakeholders as their needs and interests are priority, their needs and interests will be influenced by interventions, they will play an important role in the process of intervention, or they have certain degree of influence and power to affect the outcomes.

Taliban/militants fall in Group B and Group D depending upon the agency of FATA.

Stakeholders in Group C have neither important needs, nor their needs or interests will be influenced by interventions, or they are important for involving in the process.

Generally in FATA, beneficiaries, CSOs, and other intermediaries have high importance and low influence. Beneficiary needs and interests are a priority, CSOs and other intermediaries play an important role in the process; however, they have low ability to affect implementation process. Hence, special initiatives are needed to protect the interests and needs of beneficiaries and facilitate the role of CSOs and other intermediaries in the process.

*Sharing information on project goals, objectives through radio, TV, newspaper, poster, leaflets*

*Consulting means discussing goals and objectives, design and implementation of the project*

*Collaborating means involving stakeholders in the decision making process of project goals, objectives, designing, and implementation*

*Ownership means transferring control of decision making and resources to stakeholders*

Broadly speaking, Group B stakeholders, i.e., community institutions (*jirgas*), Maliks and elders, Political Agent, Pakistan Army, security agencies, government of Pakistan and government line departments, FDMA, FATA Secretariat in FATA, and militants in some areas hold high importance as their interests will be influenced by interventions and they have an important role in the process of development. Further, these stakeholders exercise high influence; their interests will be ultimately affected by decisions made by others and they have the power to control decisions and control others into making decisions. Other than the militants, these individuals, groups, and institutions in Group B are likely to provide main support and strategic partnership. So, a good working relationship will be created with these stakeholders to ensure an effective coalition of support for the activity.

Building upon the approach and cooperation model, the strategy to involve these stakeholders in the development process indicates how (level of participation) from information sharing, consultation to establishing partnership and when (stage of participation) from needs identification, planning, implementation, to monitoring and evaluation of the activities.

▪ *Consulting with Stakeholders*

- Militants in FATA exercise influence at some places. However, the global war on terror is on but there is no answer to how to mitigate their influence. At some later stage, if the military has no objection, government is willing, and the community is ready or the local tribes guarantee, Taliban will be taken on board and consulted with the purpose to use their influence positively toward the outcome of interventions and to avoid blocking of development activities in

FATA<sup>103</sup>. Since PPAF's interventions are not for all areas, in the mean time, PPAF will work in areas away from the influence of Taliban.

- Likewise, UN agencies and other humanitarian agencies and civil society organizations working in FATA areas will also be regularly informed of activities, goals, and objectives of interventions so that activities of different organizations could build upon each other and widen impact by sharing progress reports and inviting them to project meetings.
- *Collaborating and Partnering with Stakeholders*
  - Government departments, Political Agents, FATA authorities, Pakistan Army, security agencies, CSOs working as PPAF's partners, community institutions (*jirga*), and Maliks and elders partnership will be closely involved throughout the process by informing them, consulting them, and deciding over project goals, objectives, designing, and implementation of activities. There will be a mix of formal and informal communication to plan and develop initiatives, discuss progress, and get feedback.
  - Bringing representatives of local residents and those close to the community into the decision-making group, *jirga* members and Maliks and elders will be involved in community mobilization and facilitating the process and work around constraints experienced at the community level.
  - Information about interventions will be shared with Political Agents right from planning to implementation and blending efforts of various actors for coordination purposes.
  - Collaboration with Pakistan Army and security agencies will be to share plans of interventions and inform them of the activities, get their approval for working in the specific areas of FATA.
  - CSOs working as PPAF's implementing partners will be involved throughout the process. Government, government line departments, FATA Secretariat, FATA Disaster Management Authority will be involved to get their input in identification of needs and then at the planning stage to take their views on particular issues, get secondary data available with the various government agencies to triangulate with primary data and benefit from their expert opinion.
- *Creating Ownership*

PPAF working model is such that it keeps the beneficiaries involved throughout the process. In order to protect their interest and ensure their needs are met, participation will be such that control of decision-making powers and resources is shared. The strategy to make them participate

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<sup>103</sup> Militants' involvement in anti state activities and the desire to control natural resources of the region will be pacified by first informing them about the goals, and objectives of interventions. Depending upon the nature of issue, information will be communicated through radio presentations, TV, road shows, newspapers, posters, leaflets, etc.

will be to share information with them, consult them, build their community institutions to facilitate them take decisions regarding project activities, and finally pool in resources whether human or financial, the strategy will be to involve beneficiaries in the process. The beneficiaries will be involved in the process all the way from identification of needs, planning and designing activities, implementing activities, down to tracking the progress and assessing the success of the activities.

**Table 4.2 Stakeholder Participation Matrix**

Stage in Intervention Cycle	Type of Participation			
	Inform (One way)	Consult (Two way)	Partnership (control over decisions)	Ownership (control over decisions & resources)
Identification	-	UN agencies, humanitarian agencies	Govt, FATA secretariat, FDMA, PAs, Pak Army, security agencies, CSOs (POs), Maliks	Beneficiaries/ COs
Planning	-			Beneficiaries/COs
Implementation	-	-	Govt, FATA secretariat, FDMA, PAs, Community institutions, Maliks, CSOs	Beneficiaries/COs
Monitoring & Evaluation	-	-		Beneficiaries/COs

**c) Integration**

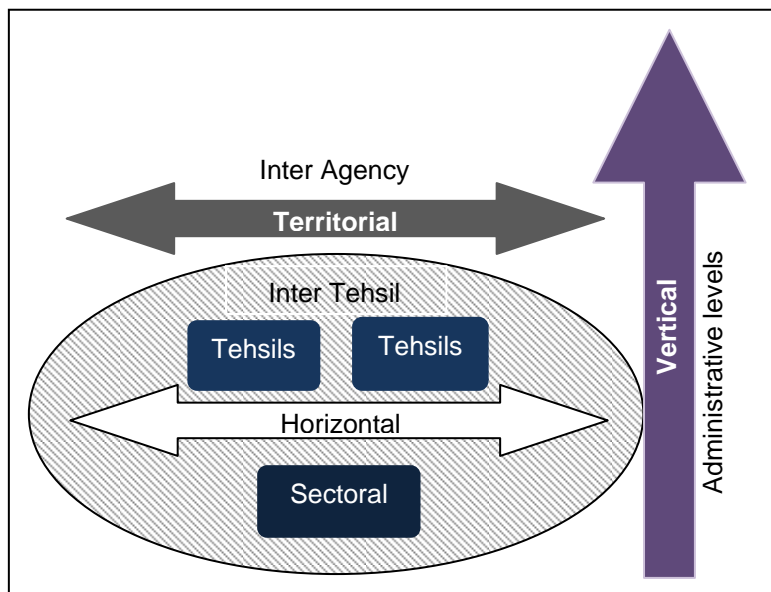
Looking at PPAF’s activities, integration is about bringing together interventions, policies and plans, and actors in term of operations and through linkages so that a combined effect of these could be realized. Since areas cannot be developed in isolation, the togetherness is also about spatial concentration of production and establishing economic ties with other regions.

Developing Coherence in Operations and Linkages

Applying a holistic rural development approach, interventions, plans and policies, and activities of actors will be coordinated and linked up horizontally, vertically, and territorially. PPAF will establish coordination and communication mechanism to hold organized dialogues among the actors and share information.

Horizontal coordination--- PPAF will coordinate and link up operations across sectors of interventions within a Tehsil and across Tehsils within an agency. Working toward total solutions, PPAF will address all aspects of an issue through multi-sector projects and thus linearly integrate discreet components and interventions.

Vertical coordination--- Plans and policies will be coordinated across



**Figure 11 Coordination and Linkages across Levels**

administrative levels within an agency: Tehsil, sub-division, and agency level. In doing so, PPAF will see what's happening at all the three administrative tiers in an agency in terms of activities of various agents, such as government, civil society organizations, and local leaders and layer this onto village level or local level activities. Based on the population size, PPAF will carry out a need versus gap analysis, identify existing investment by source and advocate for investment and draw support from investors, government, and donors.

Territorial coordination---To allow for overall development, ensure that resources and opportunities are rationally distributed, and to elicit response to diverse territorial needs of FATA, PPAF will prepare a matrix of strategic interventions across agencies. Development actors will then be contacted and investment support sought.

### Achieving Spatial Concentration of Production and Economic Integration

FATA faces many development and growth challenges. The 2009 WDR argues that successful development requires spatial concentration of production coupled with economic integration otherwise regions will always remain divided, distant from markets and lack a large local economy.<sup>104</sup> 'Places do well or develop' because of transformations in these three dimensions: density; distance; divisions. The strategies to facilitate these transformations are: urbanization, territorial development and regional integration. Urbanization can facilitate higher population density; territorial development can integrate nations (and shorten distances); and regional integration can lead to fewer inter-country divisions, through greater access to global markets.

At micro level, the household economy is 'multi-spatial' in nature depending as much as on urban assets as on rural assets. Thus establishing rural-urban linkages is essential for localizing rural livelihoods, creating opportunities within the rural region, reducing rural poverty and making more vibrant local economies.<sup>105</sup> Moreover, the nearby rural regions could fulfill the demands of urban food products. PPAF's interventions will develop rural areas of FATA via an integrated development strategy linking rural areas to urban centers, small towns and rural hinterlands within the FATA region and locally capturing some of the multiplier effects of economic activities.

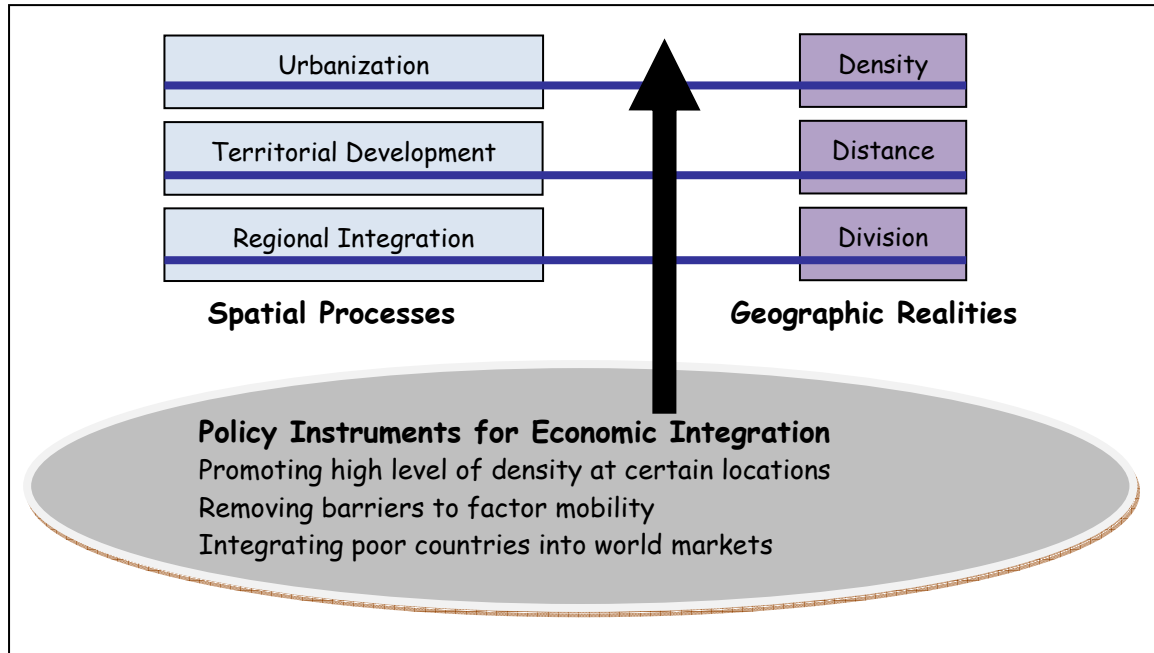
- Development requires a greater density of population to facilitate economic integration, as seen in the growth of cities;
- Shorter distances (through transport infrastructure, for example), to encourage businesses and workers to migrate towards dense areas and;
- Fewer divisions, through thinner economic borders and greater access to world markets.

*Source: WDR 2009, cited in ODI Working Paper 328, CPRC Working Paper 168*

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<sup>104</sup> Cited in: Kate Higgins, Kate Bird and Dan Harris, *Policy responses to the spatial dimensions of poverty*, ODI Working Paper 328, CPRC Working Paper 168

<sup>105</sup> Tacoli, Cecilia (2004) *Rural-Urban Linkages and Pro-Poor Agricultural Growth: An Overview*, IIED,



**Figure 12 Spatial Concentration of Production & Economic Integration**

To achieve spatial concentration of production and economic integration, PPAF will develop rural growth centers and business incubators.

- *Developing Rural Growth Centers*

PPAF will develop areas with high density as rural growth centers to accelerate urbanization, localizing rural livelihoods and creating opportunities within the rural region.

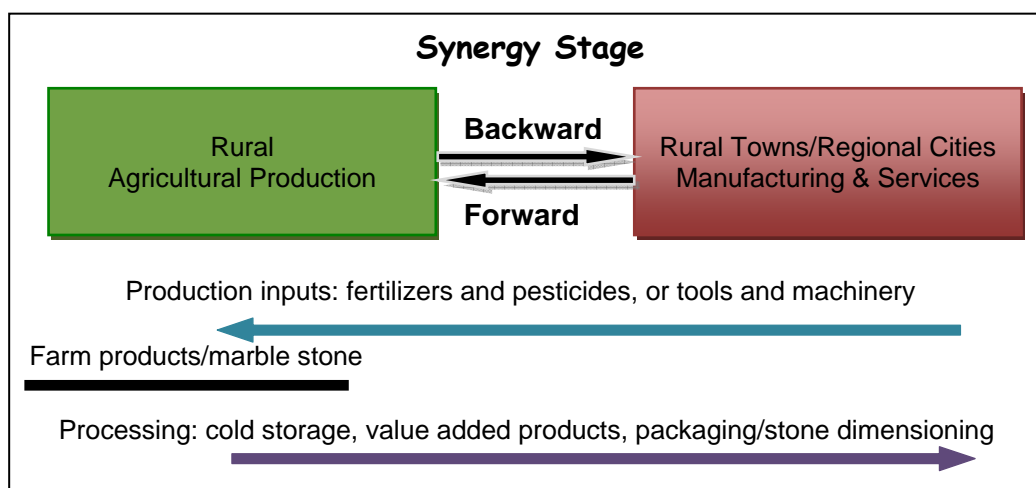
In line with the Tribal Areas Rural-to-Urban Center Conversion Initiative (TARUCCI) recently approved by Governor KP to develop at least two urban hubs in each tribal agency, PPAF will develop these as growth centers. Information on towns and their surrounding rural areas will be gathered to identify development of such growth centers in each agency which will have economic linkages and physical infrastructure for networking rural producers with domestic and external markets.

Many urban enterprises rely on demand from rural consumers, and access to urban markets and services is crucial for most agricultural producers. ...In both rural and urban areas, a significant proportion of households relies on income diversification and on the combination of agricultural and non-agricultural income sources.

Positive rural-urban interactions and the 'virtuous circle' of development are fostered by backward and forward linkages between agricultural production and industry and services.

*Source: Tacoli, Cecilia, Bridging the divide: Rural-urban interactions and livelihood strategies, Pgs. 3, 12*

In the growth centers, the focus will be on developing backward and forward linkages between agriculture production in rural areas and services and manufacturing in growth centers by giving farmers the access to agriculture inputs, processing, and likewise to sell products in growth centers, which have better facilities.



**Figure 13 Localization of Rural Livelihoods**

PPAF in these rural growth centers will aim to develop a large local economy through territorial development-interventions in institutional development, health, education, and livelihood along with Integrated Infrastructure Upgrading Projects (IIUP). With investments in transport infrastructure, such as link road, PPAF will shorten distances of rural areas to growth centers.

As part of strategy of developing rural growth center, PPAF will focus on innovation along the value chains by building capacities of individuals and farmers, especially those involved in the production of underused crops, such as wheat, olives, pine nut, and medicinal plants that are under-exploited and have the potential to contribute to food security, nutrition, health, and income generation.

1. Capacity of individuals involved in income generating activity and farmers will be built to identify and respond to market opportunities
2. Interest groups will be formed and then linked with components of the value chain

**Connecting small-holder producers of underused crops to markets**

Diversify cropping systems with traditional and underused crops\* by facilitating community services for production, processing and marketing:

1. Village crop fairs where villagers select germplasm and share knowledge
2. Community germplasm orchards where the selected germplasm is maintained
3. Food processing parks, where producers access information, training, post-harvest facilities, and market linkages at local, national and international level.

*Source: Research into Use: Exploring opportunity led innovation in agriculture value chain development efforts*

\*Plant species that are used traditionally for food, fibre, fodder, fuel, industrial, oil or medicinal products, and that have an under-exploited potential to contribute to food security, nutrition, health, income generation and environmental services. The coalition to diversity income (CODI) through underused crops; <http://www.codi-asia.net/what-are-underused-crops/>

▪ *Developing Business Incubators*

PPAF will develop two types of business incubators: at the rural growth center level; at the local level. In rural growth centers PPAF will provide an array of support resources and services for small and medium industries to grow in the center. These business incubators will also act as business cluster for businesses to benefit from geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular type of business.

Stakeholders will be involved to generate views on how to build the infrastructure, capital investment, education, government support, and cultural values to help tribal businesses incubate and later grow and sustain over time.

Locally at the village level, the business incubator services will be provided to develop female entrepreneurship for women involved in traditional skills, such as embroidery, basket weaving, etc.

**Incubator Benefits**

**Cost Savings:** Tenants share overhead costs

**Coaching:** Support in areas of marketing, HR, strategy, financing, and accounting

**Capital Access:** Develop relationships with investors, government programs, and their own pools to finance small businesses.

**Networking:** Sharing between entrepreneurs fosters skill development more quickly than alone.

*Adapted from: The National Business Incubation Association (NBIA)*

**Incubator Services**

An incubator is "a business assistance program targeted to startup and early stage firms with the goal of improving their chances to grow into healthy, sustainable companies." (Adkins, 2001)

A business incubator is a physical entity providing small businesses with space, support services, and networks to entrepreneurs, investors, and clients.

*Source: The National Business Incubation Association (NBIA) in Small Business Incubation and Its Prospects in Indian Country, Social Enterprise Associates by Drew Tulchin and Jessica Shortall (2008)*

**d) Innovation**

Innovation will be embedded in PPAF's interventions for smart investments to deal with the many challenges that FATA presents. The issues of economic revitalization, local capacity building, infrastructure, health and education services, and quality of life in FATA will be addressed through novel processes to overcome barriers to inclusion of women in development and physical constraints, such as pockets of population separated by vast tracts of mountainous land; already low level of socio-economic indicators;

**Customized Interventions for FATA**

- Developing youth leaders and youth peace forums
- Providing access to education--- extension service for distant learning
- Addressing health issues through tele medicines
- Generating local human resource for schools by providing education to girls and making them teachers
- Designing hybrid programs—business and education goals in one
- Linking universities around FATA and colleges in Fata with rural communities

high unemployment, large youth force; dilapidated physical infrastructure; a large vulnerable population: women and disabled in the post conflict situation, etc.

Though PPAF's individual units will devise ways and means to intervene innovatively in FATA, examples of innovative ways as proposed by the units for the strategy paper are follows.

1. PPAF will work with its Partner Organizations to identify girls and boys willing to participate in the development of their area and youth peace forums. They will be attached with the Partner Organizations to build their capacity and getting them involved in development and make them learn about legal and human rights. The youth will then participate in development activities of their community, organize youth conferences and dialogues focusing on peace-building and human rights to promote tolerance in the region.
2. Through radio programs information will be disseminated on issues that affect FATA, to create awareness on getting involved in the issues of the community, to get people involved in issues they care about and connect them to civic participation and affect change.
3. Enterprise interest groups will be linked with private sector for enterprise development training. Volunteers from the corporate world will be contacted to train communities on successful business planning, designing, developing and executing.
4. To develop community camaraderie, community interest groups will be established and linked with philanthropists and donors for sponsoring sports activities and creating community parks and libraries that foster social life and local identity.
5. Partner Organizations will act as hub to extend the service of Allama Iqbal Open University's distant learning programs.
6. Looking at the low education level of the girls, education level of the literate girls will be raised so that they could later teach at the schools in FATA.
7. Students of University of Peshawar, Gomal University in DI Khan, and other local educational institutes and students of FATA studying in other educational institutes will be involved in providing counseling services to children/adults for reducing post-traumatic stress.
8. Mothers of children with disability will be engaged as wage employees for their work at skill training centers established by PO. This would motivate them to send their disabled children to school.
9. Following the principles of health, education, social empowerment, and livelihood integration, BHU staff and LHVs will be trained in community based rehabilitation for guiding people with disabilities and their families on early identification of disease, income generating activities, utilizing locally available resources for assisted devices, and providing other facilities for the disabled.

**Assisted Devices Using Locally Available Resources**

- Making parallel bars from bamboo sticks for helping people with disabilities to walk
- Constructing ramps by utilizing local wood/mud etc)

10. BHU staff and LHVs will be trained in “physiotherapy” and “sign language” techniques to guide mothers of those children with disabilities who could not access schools or rehabilitation centers.
11. Often families sell off their assets for financing tertiary health care or do not receive treatment at all. Patients from poor families in FATA will be financed for tertiary treatment through healthcare financing and referred to tertiary healthcare providers in Peshawar.
12. Based on Kohlo, Balochistan model, in areas in FATA with fewer schools or no schools, out of school children will be sponsored to study in areas with schools or conflict free areas by sponsoring their school fee, books, and uniform. Furthermore, the children will be taken to other cities of the country on exposure visits.

#### **Social Protection System for Health**

- Poor patients needing tertiary care and running the risk of spending catastrophically on health or not undergoing treatment because of lack of finances will be supported by health financing. The referrals will be made from Tehsil hospitals in agencies or FR hospitals in the Frontier Regions.
- Hospitals/wards will be registered, doctors and service providers will be trained and oriented to identify and get registered such patients. Request initiations will be through web or SMS interface
- Local volunteers will be engaged in the process for patient's case assessment. Patients will be financed for consultation and further treatment in Peshawar and/or Islamabad.

#### **e) Investment**

PPAF will invest in areas where geography is hard, there is scarcity of investment, areas are highly food insecure, and rank low when benchmarked against socio-economic development indicators.

Adopting its deepening and saturation approach, PPAF will integrate various projects so that they take the shape of a multi sectoral plan having a set of interventions that build upon one another and specifying roles to be filled by multiple actors for each Tehsil. An additional expression of concentrated and lasting impact of interventions will be working in 50% of the number of Tehsils in each of the seven agencies and 70% of the population in these selected Tehsils and all FRs with the assumption that the investments will be matched by similar investments of other actors. Hence, investment will reflect joint interventions across horizontal, vertical and territorial levels bringing in government, private sector, and other development agencies and also building on earlier investments to multiply gains.

PPAF's investments will dovetail with plans and programs of the government and other development agencies mirroring the identified needs and the areas where the investments should go.

#### **f) Intactness: Environment & Society**

Environmental and social intactness means development does not comprise the interest of future generations as well as of various groups within the present

generation; the interventions develop social bonding and spirit to act together and steer the community out of difficult situations; the interventions are implemented through a transparent and accountable process and; the management capacity of those engaged with delivery of products and services is increased so that they could make sound decisions and are able to take a degree of ownership over local development trajectories.<sup>106</sup>



Three aspects that will be considered in design stage of PPAF's interventions are:

1. Environment sustainability
2. Social sustainability
3. Projects and services sustainability

Environmental and social intactness and integrity will guide interventions of PPAF so that there are no consequences on air, land, water, biological resources, and people or mitigations strategies are in place to offset the negative impacts. Interest of people, especially the marginalized and vulnerable groups-the poorest of the poor, women, widow, youth, disabled, and elderly-is not comprised. For doing so, it will be ensured that national environmental laws and the World Bank's operational policies for social and environmental safeguard, and PPAF's own policies for social sustainability are followed.

Environmental intactness translates into no impact on quality and quantity of air, land, water, and biological resources due to PPAF's interventions. If there are impacts then preventing such actions or implementing mitigation measures to minimize the impact.

For social intactness the interventions will be designed in a way that there is no involuntary resettlement in the project area, physical and cultural resources, places are not disturbed or else there are mitigation measures in place to minimize the negative impact. Further the process is transparent by substantiating achievements by evidence, document proof, and financial proof; there is upward and downward accountability for needs based and community driven interventions, democratic traditions are upheld by having institution leadership elected for a definite period of time and having structures and processes for governing the institutions, there is local participation in decision making and decisions are not dominated by one group's perspectives. The

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<sup>106</sup> Barker Adam (2005) *Capacity Building For Sustainability: Towards Community Development In Coastal Scotland*, Journal of Environmental management 75, 11-19, Pg 13

implementation of social and environmental policies will provide a platform for the participation of stakeholders in the project design and will contribute toward building ownership among local population.

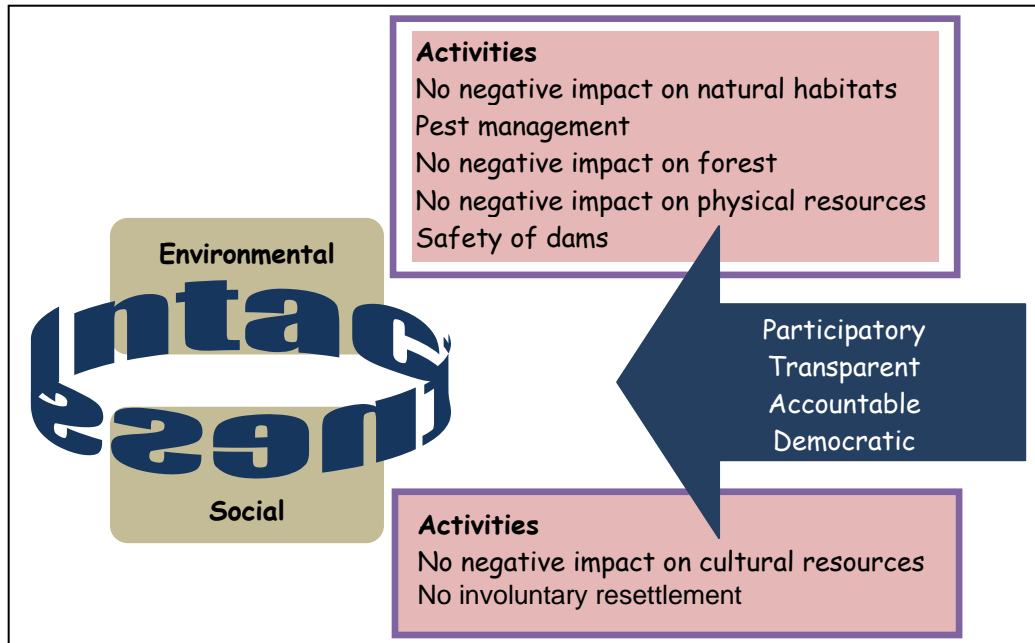


Figure 14 Environmental and Social Intactness of Interventions

## 5. INITIATIVES AND PROGRAMS

In the absence of an adequate state mechanism, cross border conflict, high unemployment, and political exclusion, any development in FATA requires addressing the security, economic, justice and rule of law, and political dynamics and reducing these stresses to gain confidence of the people and building a relationship of trust with the people. Without this, violence could precipitate and any development intervention would only drain resources.

In light of this, at a higher level, PPAF will advocate for peace to prevent recurrence of violence and protect its investments in FATA. Interventions require involvement of PPAF in peace forums, lobbying government for providing security and maintaining peaceful international relations, and advocating for addressing the many stresses of FATA.

At the community level, the interventions of PPAF will support government activities in improving its political administrative governance, and socio-economic governance in FATA through taking in local communities and youth in the development process, providing them with opportunities of legal employment to replace economies of violence, and fulfilling basic social needs of health, education, and infrastructure.

Alongside its peace and good governance initiatives, with a multi-sectoral approach, PPAF will intervene and invest in areas of institutional development, livelihood enhancement, and protection, skills development, education, health, disability, community physical infrastructure, disaster preparedness and management, and youth development addressing the many ways poverty has stricken people in FATA and propose an all encompassing strategy for prosperity.

### 5.1 Institutional Development

Institutional development includes mobilizing communities, forming and strengthening community organizations, strengthening PPAF's Partner Organizations, and conducting internship programs.

PPAF's Partner Organizations will take the intensive task of mobilizing and subsequently organizing poor into community organizations, which will be capacitated to work as vibrant development institutions at the grassroots. The community organizations will be established taking into account the structure of *jirga* - the existing community institution of decision making and emphasizing on inclusiveness, accountability, and transparency.

- Community organization is formed at the level of the organization representing at least 75% of households whereby at least 40% women and 60% poorest groups are members.
- VO is a representative institution of COs to plan and implement activities jointly at the village level.
- Tehsil level organization is an apex institution of the VOs. The organization could assist in the governance and implementation of integrated rural development functioning as intermediaries with the District government, POs, and other agencies, donors for the COs and VOs.

These organizations will be formed at three levels to give them a collective and stronger voice and attain economies of scale for an effective interface with all development stakeholders including PPAF, its Partner Organizations, government departments, private sector, and markets:

- Community level
- Village level
- Tehsil level

The local institutions developed through technical and financial support from PPAF will not only undertake self help development initiatives but will also be aware of their rights and responsibilities towards their community members, society at large and the state. Partner Organizations will be responsible for assisting the community organizations at each stage of the development process from project identification to implementation and maintenance. Specific trainings given to COs, VOs, LSOs will include Community Management Skills Training (CMST), skills development, social mobilization (orientation training workshop). Guided by the principle of inclusion, the POs will identify poor (households scoring 23 or less than 23) and the ultra poor (households scoring 0 - 18) through poverty score card (PSC) and the data will be shared with community organizations for validation. Based on the scores, the households will be categorized and infrastructure and livelihood investment plans will be designed as per level of poverty.

PPAF will tend to nurture indigenous small organizations that will be able to demonstrate a proven track record and profound commitment to serve the poor communities in the area.

Partners will be given technical and financial assistance to enhance their legal and governance structures. They will be taken on exposure visits learn from activities of other rural support organizations and communities.

Partner Organizations' interventions focusing on youth will be establishing and strengthening purpose driven youth groups and engaging youth in a range of activities to develop togetherness and an ethic of service to the community. In the same vein and keeping in view the weak human resource base in the insurgency affected FATA, PPAF has already initiated a special internship program for young men and women from FATA. The internship program strives to equip youth from FATA with theoretical knowledge and practical skills to prepare them for taking up the challenge of poverty reduction and to provide development services with an appropriate mix of professionalism and volunteerism. The FATA internship training programs, held in 2010, 2011 and 2012, have trained three batches of 17 to 19 fresh graduates in each year. In a month-long classroom training, the young participants got familiarized with the working of PPAF and operations of development sector. The training was followed by attachments with Partner Organizations working in FATA.

## **5.2 Livelihood Enhancement & Protection**

Asset transfer, livelihood trainings, and community livelihood fund are the three major elements of this program. Building on the experience of Sindh Coastal

Areas Development (SCAD) Program, PPAF will develop capacity, opportunities, assets and productivity of community members to reduce their vulnerability to shocks, improve their livelihood initiatives, and strengthen their business operations.

The community institutions will help identify the opportunities for initiating new enterprises and strengthening existing ones, demand for various skills within the village and in the surrounding areas, and risks related to improving and protecting the livelihood of the poor. Livelihood Investment Plans will be developed based on detailed assessment of socio economic conditions of the households.

- **Asset Transfer**

In line with the recommendations of the livelihood investment plans, asset transfer will be made to ultra poor (PSC score: 0-11) up to Rs. 30,000 and sub category of vulnerable group (PSC score: 12-18) up to Rs. 25,000 identified through PSC. The total value of productive assets will not exceed Rs. 50,000 per household. Asset transfer will include giving donkey cart, poultry, plumbing kit, electrician kit, financing grocery store, motorcycle rickshaw, vegetable cart, etc. The procurement of the assets will be done by the community organization under the supervision of the PO.

- **Livelihood Trainings**

Livelihood trainings comprise trainings on agriculture, livestock, enterprise development, marketing, technical and vocational, confidence building trainings, and any other training for enhancing the livelihood of the poor. Livelihood trainings will be given to selected members of households identified through Livelihood Investment Plans. Wage compensation will be given to the ultra-poor households during these trainings. Other support including support for micro health insurance, life insurance of bread earner of the family and provision of consumption support, etc., could also be provided depending on the strategy of the Partner Organization. Continuous livelihood counseling support will be provided to encourage and support the households come out of the poverty trap by investing their resources and time in economically beneficial activities.

The livelihood trainings will also cover sessions on developing life skills and exposure visits and opportunities to interact with people from different cultural, social, ethnic and religious background, learning from their livelihood practices and contributing to the larger goal of promoting tolerance in the society.

As part of livelihood trainings, skill and enterprise trainings will be provided to poor and non-poor to enhance their employability, with a particular focus on youth from the remote areas of FATA. Trades practiced in the area as well as trades offered in the nearby technical and vocational trainings centers will be identified and technical skills requirements and needs of the youth will be assessed. Based on this analysis, technical training will be provided. Workshop trainings will be conducted in the training institutions or by local resource persons. Further, a work placement program will be initiated to link trainees with employers within the country as well as abroad, e.g., in the Middle East.

- **Common Interest Groups**
  - Groups around common livelihood activities, having 5 to 20 members, will be formed and strengthened to enhance the income of the poor for increasing bargaining power, creating economies of scale through collective purchases and coordinated marketing, and developing linkages with markets and public sector service providers. Common Interest Group (CIG) of farmers around common farming interests will obtain cost advantage owing to expansion of the needs for: buying agricultural inputs, getting transportation service, arranging storage services, etc.
  - The common interest group members, who may or may not part of community organization, will receive training in profit maximization, establishing linkages with public, private, and corporate entities, such as poultry and livestock groups to link with line government department for vaccination; milk producers to link with dairy product processors, etc. This way the interest groups will contribute towards creating and revitalizing the value chains affected because of the volatile situation earlier in FATA.
- **Community Livelihood Funds**

With the purpose is to build sound financial management practices, savings, and inter-lending discipline and enable poor to become credit worthy clients for commercial banks, an institutional mechanism at the village/community level in the form of Community Livelihood Funds will be set up to ensure availability of capital for improving the livelihood of the poor organized in interest groups or community organizations. The members will be able to borrow from that fund on market interest rates. The funds will be provided to ultra poor constituting 15% of the beneficiaries. This will be a onetime grant equivalent to the total saving of the Community not exceeding Rs 10,000 per member of the group.

### 5.3 Health, Education & Disability

- **Health and Education**

Through a variety of delivery mechanism and innovative ways PPAF will provide basic health and education services to people living in hamlets and remote areas of the region. PPAF will adapt its already proven strategies to difficult physical and social environment of FATA and forge new partnerships to implement health and education products which will include: enrolling out of school children, financing school fees, books and uniform for children to study elsewhere in the region where facilities are present, providing access to improved health services by strengthening public sector healthcare facilities of Basic Health Units and Rural Health Centers, establishing Community Health Centers in areas where there are no existing basic health care services (public and private) within a radius of 5 km, supporting patients requiring tertiary treatment in hospitals in Peshawar and Islamabad.

As already tried in Punjab, PPAF will develop linkages with individuals/local philanthropist, intermediaries in the form of corporate sector and NGOs, private sector, and public sectors. Together with them PPAF will chalk out facilities to provide and financing requirements for providing quality services.

Under community driven independent model, community will lead the process and health and education facilities will be provided with technical and managerial support of the POs. Through build operate and transfer mechanism, destroyed health and education facilities will be reconstructed and refurbished.

Under public sector supported arrangement, based on prior experience in Punjab and Sindh, PPAF will support existing government facility through provision of missing facilities, repair and renovation, furniture, recruiting addition human resources, training of teachers/health staff, etc. For health, PPAF will adopt government health facilities and could adopt health facility built by other donors. PPAF will then renovate, refurbish the facility and finance staff salaries.

- **Disability**

After identifying disabled in the community and their economic status, assistive devices will be provided to disabled. Following, ability profile of the disabled will be made and participants for enterprise development training, skills development training, and business incubation training will then be identified.

Business incubation training, comprising 4 to 5 sub-trainings, will be given to people of working age (18-40 years). The disabled will learn to develop business plan, conduct market survey for trend and potential of their identified business and accordingly modify business plan. PPAF will then visit the households of the disabled to validate feasibility of business plan and finally give grants for business and later monitor the progress of the business.

Besides training, awareness sessions will be conducted with the community members on: inclusive education, showing empathy with disabled, making them earn livelihood, etc.

## 5.4 Water and Infrastructure

Investments in water, energy, and infrastructure in FATA will be made through small scale community physical infrastructure and projects for integrated rural development.

- **Small Scale Community Physical Infrastructure**

Small scale community physical infrastructure projects are categorized under: communication, drinking water supply and sanitation, rainwater harvesting, land reclamation, irrigation, and solar energy.

- *Communication*

With a view to connect villages located in deep valleys to main road, low cost earthen/gravel roads will be constructed along with bridges/culverts.

- *Drinking Water Supply and Sanitation*

– During the war against terrorism, most of the physical infrastructure, including drinking water supply systems and water sources, has been severely affected apart from other damages to the area. Water sources

will be developed and drinking water supply schemes will be designed keeping in view the community needs.

- Sanitation, drainage/sewerage interventions will include building household toilets with safe waste water disposal mechanism.

- *Rainwater Harvesting*

- Fata has around 10% of land which could be cultivated. Besides, of the 7% of land which is under cultivation, 44% is under irrigation while the rest is rainfed. Water retention structures will be built to harvest rainwater bringing in cultivable land under irrigation and also increasing cultivable land.

- *Land Reclamation*

- During floods, rainwater gushes through narrow gorges along steep slopes. This phenomenon results in eroding agricultural lands and may become threat to other physical infrastructure of the area. To deal with the eroding effects of rainwater, PPAF will build flood protective structures and small check dams.

- *Lining of irrigation channels*

- To reduce water losses, irrigation channels and water courses will be lined.



- *Energy*

- As part of sustainable rural development and amidst the worsening energy crises in FATA region, PPAF will offer better opportunities by financing solar lighting, solar pumping projects, and micro hydel projects to meet the domestic, agricultural, and industrial needs of the region.

- **Integrated Rural Development**

Integrated Rural Development projects fall in three categories: Integrated Infrastructure Upgrading Projects (IIUP), Drought Mitigation/Water Resource Management, and Integrated Water Efficient Irrigation Projects (IWEIP).

- *Integrated Infrastructure Upgrading Projects*

- In selected villages IIUPs will be implemented by providing all physical infrastructure needs, such as drinking water supply, safe waste water disposal, street soling and lighting etc.

- *Drought Mitigation/Water Resource Management*
  - Drought mitigation and water resource management projects will be implemented in rural pockets where either water is scarce or water is available but needs management for effective and efficient utilization. Drought mitigation projects comprise around 100 subprojects: mini/delay action dams, check dams, flood protective works, high efficiency irrigation systems, pipe irrigation, watercourse lining, etc.
  - Under the umbrella of drought mitigation and water resource management, Behavioral Change Campaign (BCC) will also be undertaken with a view to sensitize the farmers towards the change in cropping pattern and replacing high delta crops with low delta crops with broader objective of water conservation.
  - In selected watersheds water availability studies will be carried out along with analysis of the area precipitation to arrive at Water Balance Model (WBM). The WBM will govern the selection of appropriate infrastructure for the watershed from the water conservation perspective.
  
- *Integrated Water Efficient Irrigation Projects*
  - High efficiency irrigation techniques like sprinkler, drip irrigation systems will be experimented in the area. Such systems will reduce water losses up to 35% as compared to traditional flood irrigation system. A typical IWEIP consists of developing water source, conveyance of water through lined channels of pipes to the fields and field application of water through efficient means like drip, sprinkler or bubbler irrigation techniques depending upon the crop water requirements.

## **5.5 Skills Development**

Skills development is new unit at PPAF established with the view to offer two types of trainings.

1. Innovating training program
2. Enterprise development or job placement: Nokri ya Karobar Program

Under the innovative training program, focusing on the quality of raw material, professional designing, value addition, presentation, and pricing and timing, community skills needs will be assessed. Then products will be developed by enhancing skills and leveraging innovation, technology and design. Finishing, packaging, and presentation of the product will be arranged through public private partnership-leaving to experts where it matters.

To get the work noticed, linkages will be developed at the national and international level by participating in exhibitions, advertising brochures, documentaries, etc. Adding another layer of depth, skilled workers directory will be made so that a database of workers and their groups is accessible to potential customers within and outside the country.

In selected areas of FATA, as pilot project, Nokri ya Karobar (NyK) Program will be undertaken with the purpose to enhance income of young men and women between the ages of 19-30 through either enterprise development or job placement. Information hub called NyK Markaz will be created at the agency level. The Markaz will offer the following services to the registered members.

- Career counseling to assess individual skills, interests, and aspirations for determining career or business path
- Capacity building for effective job placement or enterprise development
- Access to technical training, mentoring and apprenticeship programs by identifying and building partnership with relevant public and private technical training institutes, *ustads* and mentors, local employers and industry.
- Access to incentivized internship programs with public and private sector institutions by establishing a working partnership with existing government internship programs and other similar initiatives to promote youth internship, such as the National Internship Program.

## 5.6 Youth Development

Youth development initiatives set out how to help young people in FATA be the best they can be. It is an attempt to provide resources, opportunities, and environment for youth to reach their potential and act as long-term contributor to development of the region. These initiatives will converge toward the broader strategy of good governance-socio-economic and political-administrative attributes; and building civic infrastructure. In PPAF's interventions, the youth in FATA will not be limited to task oriented volunteerism; they will become partners in development. The three major activities under this initiative will be: holding peace building dialogues, giving enterprise development training, and engaging people and creating civic Identity.

- *Peace Building Dialogues*  
Working with the communities, PPAF will support creation of youth leadership and establishing youth conferences and dialogues on peace building, participatory development, and human rights. For exposure of youth to shared norms and values, community elders, tribal leaders and civil society organizations will also be involved through discussion on community issues and concerns to increase community attachment, build social capital across familial, tribal and sectarian ties, repair the torn social fabric, and bring peace and livability to the tribal areas.
- *Enterprise Development Training*  
Addressing the concerns of underemployment and unemployment, enterprise-trainings will be imparted to the youth in the age bracket of 15 to 29. Assessment studies will be commissioned to map the available resources and skill level of the youth, supply and demand of skills, etc. Based on the assessment and factoring in the education level of the youth-educated and uneducated-plans will be chalked out for developing business plans, providing technical support and advice, developing interest groups, etc. All along the spectrum of enterprise development training, the participants will be imparted

soft skills to nurture leadership quality, self confidence, creativity and innovation, negotiation skills, communication and presentation skills, team management, etc.

The enterprise training will be linked up with private sector enterprises willing to support the cause and nurture social entrepreneurship by creating income generation projects for themselves, their families, and the community.

- ***Civic Engagement and Identity***

Special interest groups of youth around topics, such as health, education, environment, sports, etc., will be established to provide a forum for youth to develop ideas, network, promote policy changes, and raise funds for civic causes. These groups will be formed under Institutional Development Program.

Building on the notion of having neutral places and community assets which foster social life and local identity, and activities that create a sense of unity, PPAF will invest in creating libraries at the Tehsil level and parks at the community level, and holding sports events.

Here, active support will be sought from international donors and philanthropist to reinforce the activities of PPAF in stocking the libraries, developing and maintaining sport fields, providing sports kits, hiring trainers etc. Gradually, libraries at the village level will be made through contributions of other donors.

Links will be established with different organizations/foundations to provide scholarships to FATA students/apprentices. This activity will be conducted with the help of youth groups and the corporate sector.

## **5.7 Disaster Preparedness and Management**

PPAF will design a Community Based Disaster Risk Management (CBDRM) program at Tehsil level with representation from *jirga*/communality representatives. Disaster management volunteers will be identified and trained and Tehsil level disaster management committees will be formed.

At the village and community levels, Hazard, Risk Vulnerability and Capacity Assessment (HRVCA) will be conducted to identify hazards. Based on the information disaster risk reduction plans will be made and later shared with men, women, and children in the hazardous zones. Awareness campaigns will be held for understanding and awareness of community members on need and options for hazard mitigation.

Similar to the Tehsil level committees, disaster management committees will be formed and volunteers trained at the village and community levels. The volunteers will be provided with emergency response kits and their linkages will be established with Tehsil Level Management Committees, civil defence, government agencies, etc.

## 6. APPROACH, METHODOLOGY, AND INVESTMENT PROGRAM

Tehsil will be the unit of intervention in the agencies. Out of 43 Tehsils in FATA, PPAF will work in 22 (50%) Tehsils the screening of which will reflect the following considerations.

1. Areas where Pakistan Army grants NOC
2. Areas are contiguous
3. Earlier investment is leveraged

Those Tehsils will be selected which are declared clear by Pakistan Army; which are adjacent so that cost of operations is reduced and; where other actors, such as government, civil society organizations, donors are working and PPAF would leverage their footprint, develop vertical coherence in operations and layer onto the already local level investment to scale-up, expand, and deepen the impact.

The total population of these 22 Tehsils and 6 FRs is 2,597,621. Average population of Tehsil in each agency varies from as small as 85,912 in Mohmand to as large as 211,150 in Kurram. Selected number of 50% Tehsils from the agencies is: Bajaur: 4, Mohmand: 3, Khyber: 2, Orakzai: 2, Kurram: 2, North Waziristan: 5, South Waziristan: 4 (Annexure VII).

Taking into account the low socio-economic indicators of FATA compared to the rest of the country, as manifestation of addressing national inequality, deepening of investment, and promoting socio-economic inclusion, PPAF will work with 1,856,554 beneficiaries representing 70% of the population in the selected 22 Tehsils and all 6 FRs.

PPAF began its interventions in FATA in July 2011 in South Waziristan, the investment program covers interventions in 7 agencies and 6 FRs of FATA over a period of 9 years (including July 2011) from July 2011 to June 2020 in the areas of: institutional development; livelihood; skills development; health; education; disability; water and infrastructure; disaster preparedness; youth development and; media and communication<sup>107</sup>. With an outlay of Rs. 10,223.69 million, equivalent to US\$ 108.88 million<sup>108</sup>, PPAF will invest Rs 5,506.81 (US\$ 58.65) per beneficiary and cover a total of 1.86 million beneficiaries, i.e., 39% of population of FATA.

The pressing issues of FATA cannot be addressed by a single player. PPAF's interventions are community level, community managed infrastructure and services. For higher levels of facilities, there is no alternative but the government. PPAF is looking toward a synergistic and symbiotic relationship with government and international development agencies to lend their expertise, share experience,

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<sup>107</sup> Media and communication will be an information disseminating, awareness raising apparatus employing various tools-printed material, radio programs, documentaries, etc.

<sup>108</sup> Conversion rate US\$ 1= Rs. 93.9 as of June 19, 2012

and share development of components to create a lasting impact. The proposed US\$108 million is to rekindle activities in FATA by virtue of which there will be confluence of energies, snowball and spin-off effects. This is a preliminary figure and could be revised as and when more funds are made available. With this investment, PPAF will start-up an environment for change for other non-government entities and play a catalytic role in steering the efforts of all stakeholders toward prosperity in FATA.

## 6.1 Prioritization of Agencies, Tehsils, and FRs

PPAF will work in FATA in three phases of 3 years each culminating in a total of nine years. PPAF's interventions in FATA began in July 2011 and now will continue till June 2020. The phase-wise selection of agencies and FRs hinges on the following aspects.

1. Areas declared clear by Pakistan Army
2. IDPs are repatriating
3. FRs attached to the agencies

**Phase I:** The work began in South Waziristan in July 2011, Year 1-pilot phase-Phase I. PPAF will continue its work in the agency in Year 2 and Year 3 and side by side make interventions in FR Tank and FR Dera Ismail Khan. These FRs adjoin South Waziristan and IDPs are repatriating to these areas.

**Phase II:** Interventions will be made in Bajaur, Mohmand, Orakzai and FR Peshawar and FR Kohat. The two FRs are adjacent to Orakzai and Mohmand.

**Phase III:** Interventions will be carried out in Kurram, North Waziristan, and Khyber, and FR Bannu and FR Lakki Marwat.

## 6.2 Investment Program

**Table 6.1 Total Investment**

Areas	Jul-11	Jun-20		
	Program Cost (M. Rs.)	Sector Allocation %	Total Cost	Rs (Million)
Institutional Development	1078.01	12.5	Program	8,599.41
Livelihood	1137.68	13.2	Operations	1,504.28
Training and Skill Dev.	931.53	10.8	Technical studies	50.00
Health	517.15	6.0	Workshops and seminars	70.00
Education	1343.55	15.6	<b>Total cost (M Rs)</b>	<b>10,223.69</b>
Disability	525.54	6.1	US\$ (M)	108.88
Water & Infrastructure	2052.29	23.9		
Disaster Preparedness	90.36	1.1	<b>Coverage at a Glance</b>	
Youth Development	886.70	10.3	Beneficiaries over 9 years (M)	1.86
Communication & Media	36.60	0.4	Total investment (M Rs)	10,223.69
<b>Total (M. Rs)</b>	<b>8,599.41</b>		<b>Rs. per beneficiary</b>	<b>5,506.81</b>
<b>US\$ (M.)</b>	<b>91.58</b>		<b>US\$ per beneficiary</b>	<b>58.65</b>

The program cost amounts to Rs. 8,599.41 million (US\$ 91.58 million) topped with 20% operational cost equivalent to Rs. 1,504.28 million. The institutional development component has inbuilt operational cost. Budget under separate

heads are provided for technical assessment studies, baselines, etc- Rs. 50 million- and workshops and seminars-Rs. 70 million.

Among the sectors, water and infrastructure has the highest share, around 24%, followed by education: 15.6%; health and disability together: 12.1%; livelihood: 13.2%; institutional development: 12.5%; training and skill development: 10.8%; youth development: 10.3%; disaster preparedness: 1.1%. For all communication and media activities 0.4% of the budget is allocated.

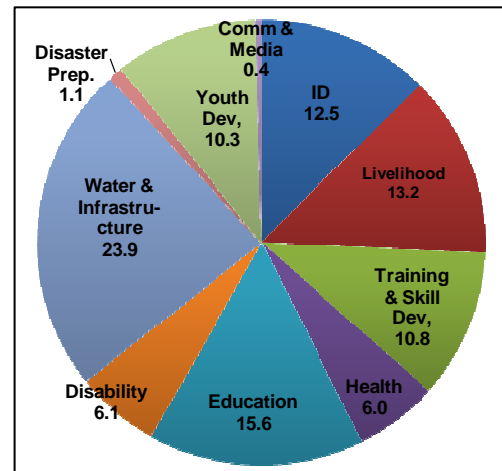


Figure 15 Sector Allocation (%)

### 6.3 Phasing

The table below shows year-wise beneficiaries. Generally in all agencies, of the total 1,856,554 beneficiaries, PPAF will work with 30% beneficiaries in the first year, 40% in the second year, and 30% in the third year thus addressing the needs and building capacity of between 30% and 47% of agency population, 70% of selected Tehsil population, and 70% FR population. Since the work in South Waziristan began in 2011, PPAF has worked with around 18% beneficiaries in South Waziristan. In the second and third year, PPAF will work with 42% and 40% beneficiaries respectively.

Table 6.2 Year-wise Beneficiaries

Agency/FR	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Total beneficiaries	% population targeted	% of Tehsil population targeted
	Phase I			Phase II			Phase III					
<b>North Region</b>												
Bajaur	-	-	-	30%	40%	30%	-	-	-	430,994	40	70
Mohmand	-	-	-	30%	40%	30%	-	-	-	180,414	30	70
<b>Central Region</b>												
Khyber	-	-	-	-	-	-	30%	40%	30%	327,815	35	70
Orakzai	-	-	-	30%	40%	30%	-	-	-	80,016	35	70
Kurram	-	-	-	-	-	-	30%	40%	30%	295,610	47	70
FR Peshawar	-	-	-	30%	40%	30%	-	-	-	38,220	70	-
FR Kohat	-	-	-	30%	40%	30%	-	-	-	62,792	70	-
<b>South Region</b>												
N Waziristan	-	-	-	-	-	-	30%	40%	30%	177,677	35	70
S Waziristan	18%	42%	40%	-	-	-	-	-	-	197,150	35	70
FR Bannu	-	-	-	-	-	-	30%	40%	30%	13,908	70	-
FR Lakki	-	-	-	-	-	-	30%	40%	30%	4,960	70	-
FR Tank	30%	40%	30%	-	-	-	-	-	-	19,320	70	-
FR DIK	30%	40%	30%	-	-	-	-	-	-	27,678	70	-
<b>Total</b>	-	-	-	-	-	-	-	-	-	<b>1,856,554</b>	<b>39</b>	<b>-</b>

Phase-wise cost distribution is shown in the table below. Phase I cost comes to Rs. 1,427.37 million (US\$ 15.20 million), Phase II Rs. 4305.02 million (US\$ 45.85 million), and Phase III Rs. 4491.31 million (US\$ 47.83million).

**Table 6.3 Phase-wise Cost Distribution**

	Phase I	Phase II	Phase III
Cost	Rs (Million)	Rs (Million)	Rs (Million)
Program	1,186.27	3629.12	3784.02
Operations	211.10	630.90	662.29
Technical studies	12.50	18.75	18.75
Workshops and seminars	17.50	26.25	26.25
<b>Total cost (M Rs)</b>	<b>1,427.37</b>	<b>4305.02</b>	<b>4491.31</b>
US\$ (M)	15.20	45.85	47.83
<b>Coverage</b>			
Beneficiaries over 3 years (M)	0.24	0.79	0.82
Total investment (M Rs)	1,427.37	4305.02	4491.31

As indicated below, Phase I program cost is Rs. 1,186.27 million (US\$ 12.63 million), Phase II Rs. 3,629.12 million (US\$ 38.65 million), and Phase III Rs. 3,784.02 million (US\$ 40.30 million). Detailed figures are placed at Annexure VII.

**Table 6.4 Program Cost Phase I**

Areas	To			Total Cost (M. Rs.)	Sector Allocation %
	Jul-11	Year 2	Year 3		
Institutional Development	20.40	51.15	59.24	130.79	11.0
Livelihood	30.00	62.74	56.69	149.43	12.6
Training and Skill Dev.		103.90	93.89	197.79	16.7
Health	24.80	31.28	38.99	91.42	7.7
Education	33.39	74.04	66.91	177.24	14.9
Disability	14.31	30.71	27.75	73.51	6.2
Water & Infrastructure	34.50	114.28	103.28	252.06	21.2
Disaster Preparedness		51.18	4.63	9.74	0.8
Youth Development		51.13	46.55	97.68	8.2
Communication & Media	0.60	3.00	3.00	6.60	0.6
<b>Total (M Rs)</b>	<b>158.00</b>	<b>513.50</b>	<b>488.48</b>	<b>1,186.27</b>	
<b>US\$ (M)</b>				<b>12.63</b>	

**Table 6.5 Program Cost Phase II**

Areas	To			Total Cost (M. Rs.)	Sector Allocation %
	Jul-14	Year 5	Year 6		
Institutional Development	110.77	147.72	216.14	474.63	13.1
Livelihood	145.71	194.27	145.71	485.69	13.4
Training and Skill Dev.	241.31	68.17	51.12	360.60	9.9
Health	42.56	88.79	68.98	200.32	5.5
Education	171.96	229.28	171.96	573.20	15.8
Disability	71.32	63.39	71.32	206.03	5.7
Water & Infrastructure	265.42	353.90	265.42	884.75	24.4
Disaster Preparedness	11.89	15.85	11.89	39.62	1.1
Youth Development	117.48	154.32	117.48	389.28	10.7
Communication & Media	5.00	5.00	5.00	15.00	0.4
<b>Total (M Rs)</b>	<b>11,508.77</b>	<b>1,276.97</b>	<b>1,092.48</b>	<b>3,629.12</b>	
<b>US\$ (M)</b>				<b>38.65</b>	

**Table 6.6 Program Cost Phase III**

Areas	Jul-17			To		Total Cost (M. Rs.)	Sector Allocation %
	Year 7	Year 8	Year 9	Jun-20			
Institutional Development	114.62	191.62	166.35			472.59	12.5
Livelihood	150.77	201.03	150.77			502.56	13.3
Training and Skill Dev.	249.69	70.54	52.90			373.13	9.9
Health	43.25	91.08	91.08			225.41	6.0
Education	177.93	237.24	177.93			593.11	15.7
Disability	73.80	98.40	73.80			245.99	6.5
Water & Infrastructure	274.65	366.19	274.65			915.49	24.2
Disaster Preparedness	12.30	16.40	12.30			41.00	1.1
Youth Development	121	158.66	120.54			399.74	10.6
Communication & Media	5.00	5.00	5.00			15.00	0.4
<b>Total (M Rs)</b>	<b>1,188.85</b>	<b>1,390.89</b>	<b>1,091.61</b>			<b>3,784.02</b>	
<b>US\$ (M)</b>						<b>40.30</b>	

## 6.4 Financing Plan

PPAF will finance investments in FATA through three sources: the World Bank, Government of Italy, and fund raising by PPAF. The World Bank will finance 22.1% and the Government of Italy 77.9% of Phase I budget. For Phase II and III, PPAF will raise funds. The details are shown in the table below.

**Table 6.7 Financing Plan**

Funding Sources	% of Budget	Available		Required	
		(M Rs.)	(M US\$)	(M Rs.)	(M US\$)
<b>Phase I</b>					
The World Bank	22.14	316	-	-	-
Government of Italy	77.86	1,111.37	11.84*	-	-
<b>Total</b>	-	<b>1,427.37</b>	-	<b>1,427.37</b>	<b>15.20</b>
<b>Phase II</b>					
Raise Funds	-	-	-	4,305.02	45.85
<b>Phase III</b>					
Raise Funds	-	-	-	4,491.31	47.83
<b>Total All Phases</b>				<b>10,223.69</b>	<b>108.88</b>

\*=9.45 M EU; conversion rate 1 EUR=1.25189 US\$ as of June 26, 2012,  
US\$ 1= Rs. 93.9 as of June 19, 2012

## 6.5 Monitoring and Evaluation

Monitoring and evaluation will be an integral part of development work to measure progress of the activities against baseline situation and target, and process and effectiveness of interventions. Evaluation will be both formative, during the course of implementation, as well as summative, conducted by third parties, once the implementation activities have been completed.

To track outcomes and impact, PPAF Operations Manual gives a two dimensional Results Based Framework (RBF): (i) Overall Objectives (and

associated indicators) align PPAF operational activities, to the extent relevant, with Millennium Development Goals (MDGs) and core focus on institutions of the poor (ii) Intermediate Outcomes (and associated indicators) break out overall indicators in terms of operational components. Both dimensions represent long term objectives and vision of the institution. Time bound project specific indicators have been subsumed in the overall PPAF strategic objectives and framework. The relevant portions of RBF are reproduced in Annexure IX.

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Part Three:  
ANNEXURES

## **Annexure – I    Persons Met/Contacted**

1. Mr. Farman Ali Khilji, Deputy Director Operations, FATA Disaster Management Authority, January 19, 2012
2. Ms. Mariko Aoki, Programme Analyst, Crisis Prevention and Recovery Unit, UNDP, January 19, 2012
3. Governor Syed Masood Kausar, Governor KP, March 27, 2012
4. Dr. Tashfeen Khan, Additional Chief Secretary, FATA Secretariat, March 27, 2012
5. Mr. Shakeel Qadir Khan, Secretary Law and Order, FATA Secretariat, March 27, 2012
6. Mr. Arshad Khan, Director General (DG), FATA Secretariat, March 27, 2012
7. Dr. Fakhre Alam, Commissioner Malakand Division, former Political Agent of South Waziristan, March 28, 2012
8. Mr. Kamran Rehman Khan, District Coordination Officer/District Magistrate, Swat, March 28, 2012
9. Mr. Pir Zahoor, Coordinator Governance Support Program-MMDTF, April 3, 2012
10. FATA Interns (South Waziristan) at PPAF, April 18, 2012
11. Mr. Mubashar Nabi, CEO, Act International, May 14, 2012
12. Mr. Masood Bunghash, Project Director, FATA Rural Development Programme, Telephone Interview: May 15, 2012

## Annexure – II Development Programs and Projects

### The Livelihoods Programme-FATA

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
6 districts of KP- Phase 1	2008	<ul style="list-style-type: none"> <li>- Swiss Agency for Development and Cooperation (SDC)</li> <li>- Intercooperation (IC) Pakistan</li> <li>- Govt. KP</li> </ul>	<ul style="list-style-type: none"> <li>- Creating capacity in partners, social capital in communities,</li> <li>- Increase trust between project and communities</li> <li>- Testing activities and mechanisms that have relatively rapid, concrete and lasting impact and feed into RPH</li> </ul>	<ul style="list-style-type: none"> <li>- Improving agricultural practices</li> <li>- Improving livestock management practices</li> <li>- Supporting better market opportunities for specific value chains</li> <li>- Non-formal education and adult literacy</li> <li>- Small community infrastructures including drinking water supply</li> <li>- Disaster risk education and early warning systems/disaster preparedness</li> <li>- Natural resource conservation and dry land management</li> </ul>	<ul style="list-style-type: none"> <li>- Vegetable value chain assessment</li> <li>- Research trial initiated to address major issues of: fungal diseases, wilting, damage by weeds and injudicious use of chemicals and fertilizers</li> <li>- Capacity building of civil society and community organisations</li> </ul>
Lower Dir in KP and Bajour, Mohmand and FR DI Khan-Transition Phase	2011-1 year				<ul style="list-style-type: none"> <li>- Coriander value chain in Mohmand</li> <li>- Exploring potential mineral sector in Mohmand</li> <li>- employment creation and incomes enhancement of the local people.</li> <li>- identify constraints and potential to business development</li> <li>- Chalghoza Value Chain in FR DIK</li> <li>- train the communities in modern harvesting and roasting techniques</li> <li>- improve access to market</li> </ul>
Regional Programme Hindukush-Phase II	2012				

Source: Plan of operations-2011, Intercooperation Delegation Office Pakistan

### Area Development Project for Frontier Regions

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
6 FRs	3 years-April 2010-12	Govt. of Italy-Rs. 700 million  Agriculture Extension Department FATA Local Government and Rural Development Department Irrigation and Hydel Power Development Department Works and Service Department	Promote agriculture, water resource development and communication	Agriculture development-Rs. 100 million	- Wheat demo plots - Off-season vegetables tunnels - Establishment of model orchards - Distribution of spray pumps and trainings for farmers
				Water resource development-Rs. 125 million	- 63 schemes of open wells/pressure pumps - Drinking water supply schemes
				Irrigation-Rs. 125 million	64 schemes of protection bund, irrigation channels, dugwells
				Infrastructure development-Rs. 300 million	- 60 km of road network improvement - Road construction - Road rehabilitation

Source: Technical Progress Report, Semester-II, Year 01 (Oct 15, 2010-March 31, 2011), Pak-Italian Debt for Development SWAP (PIDSA)

### Economic Rehabilitation and Revitalisation Project (FATA Component)

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
7 agencies and 6 Frontier Regions of FATA (marginalized areas identified in the PCNA)		Financed through World Bank/Multi donor Trust Fund costing Rs. 595 million Execution by FATA Secretariat/SMEDA	Economic revitalization of FATA by: - Strengthening SMEs - Attracting investment - Developing long term growth opportunities for private sector	Component 1: SME Development-Rs. 416.5 million	- Direct support to SMEs through a matching grants programme - Rehabilitation support to the affected SMEs - Upgradation support to SMEs for improving business productivity and efficiency - Capacity building and business development support to SMEs

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
				Component 2: Investment Mobilization-Rs. 59.5 million	<ul style="list-style-type: none"> <li>- Financial and technical support to FATA for attracting investment from Diaspora</li> <li>- Outreach programme to attract Diaspora investment such as investment road shows; made in Pakistan exhibitions; Annual Pakistan Diaspora Conference; Re-connect Pakistan (a web tool for Diaspora); Pre-feasibility for Diaspora Bond</li> </ul>
				Component 3: Capacity Building for fostering investment and implanting reforms-Rs. 59.5 million	<ul style="list-style-type: none"> <li>- Building capacities for undertaking regulatory reforms and promoting investment for a conducive business climate</li> <li>- Capacity building of host institutions of FATA for implementation of reforms</li> <li>- Public private dialogue to promote reforms</li> <li>- Institutionalise investments facilitation and undertake regulatory reforms</li> </ul>

Source: PC-1, FATA Secretariat

### Multi-donor Trust Fund

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
Khyber Pakhtunkhwa, Balochistan, and FATA	Established in August 2010	Funded by international development partners, administered by the World Bank, implemented by the Government of Pakistan.	Reconstruction and development to: <ul style="list-style-type: none"> <li>- Restore infrastructure, services, and livelihoods</li> <li>- Address governance, capacity building,</li> </ul>	Pillar 1: Restoration of Damaged Infrastructure and Disrupted Services	<ul style="list-style-type: none"> <li>- Reconstruction of damaged or destroyed public facilities (health, education, government buildings, equipment, and supplies, private sector, etc)</li> <li>- Restoration of damaged infrastructure including power, transport (roads, bridges, rural roads)</li> </ul> <p><i>Project: KP Roads Project-rehabilitation of</i></p>

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
			and other challenges that contribute to crisis and instability		the main portion of the Chakdara-Shamozai road <i>Project: FATA Rural Roads-70 km rural roads to connect communities with urban centres-US\$ 12 million for FATA</i>
				Pillar 2: Improvement of Provincial and Local Service Delivery	Delivering basic infrastructure and services to low income communities by financing through community organisations  Establishing urban centres under Tribal Areas Rural-to-Urban centres Conversion Initiative (TARAUCCI) in select high-density areas in each tribal agency by providing access to planned housing, quality education, healthcare, municipal services, economic opportunities for employment and commerce, social recreation and security <i>Project: Project to support the Government's Urban Centers (TARUCCI) Program (US\$ 7 million)</i>  Improving provincial governance and service delivery through line departments, i.e., provincial health and education departments and local government <i>Project: Education support project in Balochistan</i> <i>Project: Strengthening health services in crisis affected districts of KP</i>
				Pillar 3: Livelihood Support and Creation of Employment Opportunities	Support to small and medium enterprises through: - Asset building - Small enterprise development

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
					<p>- Development of value chains <i>Project: Economic revitalization of KP and FATA-US\$ 20 million</i></p> <p>Support to vulnerable families through:</p> <ul style="list-style-type: none"> <li>- Cash grants <i>Project: Emergency Recovery Project-cash transfers to 100,000 vulnerable families over a period of six months-US\$ 35 million</i></li> </ul> <p>Community-level support to revitalize micro enterprises through:</p> <ul style="list-style-type: none"> <li>- Community credit and microfinance scheme</li> <li>- Skills development</li> <li>- Transitional workforce programs <i>Project: FATA Micro-Enterprise and Urgent Community Needs-US\$ 8 million</i></li> </ul>
				Pillar 4: Governance through Capacity Building and Institutional Strengthening	<p>Capacity enhancement of KP (Ministries, Provincial government agencies) and FATA administration to manage and implement the PCNA programme</p> <p>Diagnostics and stakeholder consultations to reform the PCNA program</p> <p>Rapid Response Window for KP and FATA PCNA units to respond to urgent institutional reform needs <i>Project: Governance Support-US\$6 million (3 components)</i></p>

Source: From Preparation to Implementation, First Progress Report, April 2011

### Government Support Program

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
					Government set up tribunal-high court in 2011 for the prisoners should have the right to appeal.
<i>FATA Rural Livelihood Community Infrastructure Project</i>					
Mohmand & Bajour					
<i>Economic revitalization of KP and FATA</i>					
			Those whose businesses have been affected by crisis. SMEDA has been involved.		<ul style="list-style-type: none"> <li>- Rehabilitate damaged assets</li> <li>- Reconstruct through provision of grants, equipment, capacity building</li> <li>- Attract Diaspora-hold conferences, road shows</li> <li>- Established FATA Investment Facilitation Idara</li> <li>- Invited members of chambers of commerce</li> <li>- There is electricity problems, provide solar alternative, make check dams</li> </ul>
<i>FATA Urban Centres Project</i>		Tribal Areas Rural to Urban Centres Conversion Initiative (TARUCCI) Project			
		\$7 m project		Providing municipal services, security and attracting people.  14 urban hubs will be developed and Infrastructure	
FATA Rural Road		\$16m			

Source: Coordinator Governance Support Program-MDTF, Mr. Pir Zahoor, April 2012

### FATA Rural Development Project- ADB (Northern FATA)

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
Initiated in 3 agencies: Khyber, Mohmand, Bajaur in 2006-07	Six years: 2006-07 to June 30 2012 (incl 3 months of extension)	Funded by ADB, Project cost: Rs. 5 billion  Implemented by FATA Secretariat SAFRON Line Departments Public Health Engineering Department Agriculture Department Irrigation and Hydel Power Development Department Works and Service Department Forest Department Community contributed 5-10% in the form of land and labour	<ul style="list-style-type: none"> <li>- Improve productive potential of the water</li> <li>- Improve farm to market roads, irrigation system, drinking water supply service, agriculture and livestock and forest situation in the selected agencies</li> <li>- Strengthen the capacity of the intervention area communities</li> </ul>	Agriculture development	<ul style="list-style-type: none"> <li>- Wheat, maize and vegetable demonstration through field classes</li> <li>- Walk in vegetables tunnels</li> <li>- Drip irrigation</li> </ul>
				Livestock	<ul style="list-style-type: none"> <li>- Fodder production demonstration</li> <li>- Vaccination, deworming campaigns and training</li> <li>- Visit to model farms in KP and Punjab</li> </ul>
				Forestry	<ul style="list-style-type: none"> <li>Private nurseries, home based nurseries</li> <li>Plantations</li> <li>Monitoring of plantation</li> </ul>
				Water resource development	<ul style="list-style-type: none"> <li>- Dug wells, tube wells</li> <li>Conducted water assessment study and then stopped making dugwells and moved to hand pumps and later pressure pumps</li> <li>- Community water tanks to draw water for drinking purposes</li> </ul>
				Irrigation	<ul style="list-style-type: none"> <li>- Irrigation channels, dugwells</li> <li>- 5 dams (4 in Mohmand, 1 in Khyber)</li> <li>- 3 veers in Bajour</li> </ul>
				Road development	<ul style="list-style-type: none"> <li>- 60 km of road network in Khyber</li> <li>- 60 km of road network in Mohmand</li> <li>- 63 km of road network in Bajour</li> <li>- Upgradation of 44 km link road 6 km in Mohmand, 21 km Bajaur, 17 km in Khyber</li> </ul>

Source: Project Director, Mr. Masood Bunghash

### South FATA Development Project

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
Kurram, North Waziristan, South Waziristan	2000	IFAD		Micro finance	

Source: Project Director, Mr. Tahir Orakzai

### USAID FATA Development Program

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
FATA	5 years  December 2007- December 2012	- \$750 million	<ul style="list-style-type: none"> <li>- Strengthening government institutions to improve service delivery</li> <li>- Expanding economic opportunities, creating jobs, and increasing productivity</li> <li>- Improving maternal and child health</li> <li>- Improving teaching standards, upgrading teacher training institutions, and providing essential equipment and supplies to raise overall quality</li> </ul>	<ul style="list-style-type: none"> <li>- Energy</li> <li>- Health</li> <li>- Education</li> <li>- Economic growth</li> <li>- Stabilization of Border Areas</li> <li>- Humanitarian assistance</li> </ul>	<ul style="list-style-type: none"> <li>- Energy</li> <li>- Health</li> <li>Increasing access to family planning services, improving maternal and child health care, controlling major infectious diseases, providing safe drinking water, and strengthening the capacity of key institutions.</li> <li>- Education</li> <li>Supporting teacher education, expanding the use of technology in the classroom, providing training to administrators in budgeting and finance, providing scholarships, and rehabilitating and reconstructing schools.</li> <li>- Economic growth</li> <li>Strengthen Pakistan's agricultural sector by improving the competitiveness of</li> </ul>

Coverage	Duration	Funding & Implementation	Purpose of Interventions	Key interventions	Activities
			of education - Addressing the needs of displaced people affected by the recent conflict and military operations, as well as rapidly responding to natural disasters		agricultural value chains, increasing technological innovation, promoting water use efficiency, and increasing productivity.  - Stabilization of Border Areas Strengthen local governments and legislative institutions, support the rule of law, and encourage a credible and transparent electoral system - FATA Livelihoods Program - Malakand & FATA Housing Support Program - Radio Transmitters Project in FATA & KP - FATA Child Health Project - FATA Institutional Strengthening Project - FATA Infrastructure Project - FATA Capacity Building Project - FATA Capacity Building Project - Cash Support Program for IDP Families

Source: <http://www1.usaid.gov/pk/sectors/fata/>

## **LESSONS LEARNED**

### **The Livelihoods Programme-FATA**

- Low profile approach by employing Conflict Sensitive Programme Management
- Local partners understand local context and enables the programme to properly understand context and avoid unnecessary risks.
- Communities exposed to development interventions in the past resisted insurgency and extremist elements
- Conservation is rooted in lack of exposure to other cultures, unequal rights (even those given in religions), deprivation, poverty and lack of education/awareness
- Livelihoods Assessments process takes 15 working days (6 weeks) for a valley

### **Area Development Project for Frontier Regions**

- Bottom up planning and involvement of stakeholders in the project planning essential
- Integrate approach to the development of specific area through implementation of agriculture activities, irrigation channels, and construction of farm to market road will have ever lasting socio-economic impacts
- For sustainability of the project achievements, the activities need to be continued beyond the project period through support from the government or other donors.

### **MTDF**

Economic Revitalisation and governance Support Program have already been started. Lessons learned from these projects are:

- Maliks involved in the process
- Communication strategy-radio programme, collect form from PA if one's business has been affected.
- Gender involvement is different from settled districts. With dialogues with community make inroads and gradually first meet men and then women. But that's going to take time.

Problems in the two programmes that have been started:

- Security, law and order
- Availability of human resource
- Behaviour change is a soft component and will take time
- Need to develop stakes
- Governance system needs improvement
- Hospitals and doctors are there but doctors don't go to hospitals
- Schools and teachers are there but teachers remain absent
- The facilities are distantly located and are inaccessible
- Governance issues

### Changes brought about in FATA governance

- If political will is there then everything is possible. Criticism is that the tribunal in FATA has no judges from FATA. But then the judge has to have certain qualification and if such people are not available in FATA then it has to be an outsider. Need to take a start from somewhere!
- Amendments in FCR-power to people and not collective responsibility
- Political party ordinance-Local Government 2012 Municipal Committee
- Tribunal

### **FATA Rural Development Project-ADB (Northern FATA)**

- The work was implemented through 25-30 member male community organizations (MCO). In the beginning the village communities were unwilling. Awareness was given through radio and pamphlets were able to change the minds of the people but still only male community organizations were formed.
- Ultimate beneficiaries of drinking water supply schemes are women as dugwells and communal tanks are located close to their house.
- Agriculture and livestock departments lack technical knowledge and government departments generally are unwilling to work.
- Due to security reasons field activities were limited and agriculture demonstration activities became difficult to conduct.
- Community contribution ensured ownership and community protects its assets.

## Annexure – III SWOT Analysis

First Consultative Workshop, PPAF, February 22, 2012

	Productive	Harmful
<b>Internal</b>	<p><b>Strengths</b></p> <p><u>Assets and trade</u></p> <ul style="list-style-type: none"> <li>- Natural resources, flora fauna, minerals, gems</li> <li>- Agriculture</li> <li>- More land could be brought under agriculture</li> <li>- Livestock</li> <li>- Bullet manufacturing</li> <li>- Strategic geographic location</li> </ul> <p><u>Perception of People &amp; Society</u></p> <ul style="list-style-type: none"> <li>- Youth in majority, women</li> <li>- Brave men</li> <li>- Traditional Jirga system</li> <li>- People can spot out strangers quickly</li> <li>- People honour words</li> </ul> <p><u>Developmental work</u></p> <ul style="list-style-type: none"> <li>- There is willingness for change</li> <li>- Willingness of CSOs and government to participate in development</li> <li>- Strong community linkages of CSOs</li> <li>- CSOs have local staff and local area information</li> <li>- CSOs have developed human resource</li> <li>- Local staff available with POs</li> <li>- Willingness of government to work in FATA</li> <li>- Willingness of international community for development</li> </ul>	<p><b>Weakness</b></p> <p><u>Perception about Jirga</u></p> <ul style="list-style-type: none"> <li>- Elders who held jirga earlier are no longer there (some 1000 Maliks killed, but <i>jirgas</i> are still there, though not very active)</li> <li>- Tribal leaders not interested in development</li> <li>- <i>Jirga</i> members are nominated and not elected</li> <li>- Groupings in <i>Jirga</i></li> <li>- Sometimes decisions are partial and forced</li> </ul> <p><u>FATA's representation</u></p> <ul style="list-style-type: none"> <li>- No forum to hear voice of FATA</li> <li>- Gap between govt. and FATA representatives</li> <li>- Political exclusion, not in the country's political scene</li> <li>- Weak state that lacks policy on FATA</li> <li>- Lack of policies</li> </ul> <p><u>People &amp; Society</u></p> <ul style="list-style-type: none"> <li>- Extremism</li> <li>- People get kidnapped</li> <li>- Internal war and conflict situation</li> <li>- Youth are not productive</li> <li>- No opportunities for youth to get involved</li> <li>- Lack of education</li> <li>- Lack of women participation</li> <li>- No access to productive development</li> <li>- Distrust toward state</li> <li>- Can't tell who is pro govt. and who is anti govt.</li> <li>- Distrust among people</li> </ul> <p><u>Developmental work</u></p> <ul style="list-style-type: none"> <li>- Govt., security, army do not let CSOs to intervene in any area</li> <li>- POs lack of cultural awareness</li> <li>- Negative perception about NGOs</li> <li>- Few women working with CSOs</li> <li>- Few CSOs working in FATA</li> <li>- Misperception about NGOs</li> </ul>
<b>External</b>	<p><b>Opportunities</b></p> <p><u>Economy</u></p> <ul style="list-style-type: none"> <li>- Can establish a trade route to Afghanistan &amp; Central Asia</li> <li>- Develop tourism</li> <li>- KP human resource and infrastructure for FATA</li> <li>- Markets available in KP for FATA products</li> </ul> <p><u>Development work</u></p> <ul style="list-style-type: none"> <li>- Activities be implemented through Jirga</li> <li>- Like to see more of: Education; Equal rights; Long term planning Strong media; Better utilization of available resources; Mobility</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>- Security threat from Afghanistan</li> <li>- Misperception about FATA</li> <li>- Religious fanaticism</li> <li>- Military operations – threat to life, property, and forced displacement</li> <li>- Militants threats – kidnapping and persecutions</li> <li>- Drone attacks</li> </ul>

## Annexure – IV Stakeholder Analysis

First Consultative Workshop, PPAF, February 22, 2012

Stakeholders (SHs)	Interest	Impact	Potential Strategies to Obtain Support or Reduce Hurdles
Beneficiaries	<ul style="list-style-type: none"> <li>- Improvement of socio-economic condition</li> <li>- Peace and economic development</li> <li>- Basic facilities</li> <li>- Development interventions</li> <li>- Peace</li> <li>- Prosperity</li> <li>- Integration</li> <li>- Equal opportunities</li> <li>- Peace and development</li> </ul>	A	<ul style="list-style-type: none"> <li>- Social empowerment</li> <li>- Institutional development</li> <li>- Mobilization</li> <li>- Building institution</li> <li>- Developing ownership</li> <li>- Advocacy and raising awareness</li> <li>- Strengthen communities</li> </ul>
Maliks and elders	<ul style="list-style-type: none"> <li>- Decision making</li> <li>- Conflict resolution</li> <li>- Resource mobilization</li> <li>- Link between PA and communities</li> <li>- Monitoring of development works</li> <li>- Vested interest</li> <li>- Influence on community</li> <li>- Hold on resources</li> <li>- Support government</li> </ul>	B	<ul style="list-style-type: none"> <li>- Broad support in community mobilization, facilitation, and consultation</li> <li>- Meetings</li> <li>- Involvement in development projects</li> </ul>
Community institutions	<ul style="list-style-type: none"> <li>- Institutional development</li> </ul>	B	<ul style="list-style-type: none"> <li>- Mobilization</li> </ul>
CSOs	<ul style="list-style-type: none"> <li>- Social catalyst, change agent</li> </ul>	C	<ul style="list-style-type: none"> <li>- Policy change at government level</li> </ul>
CSOs	<ul style="list-style-type: none"> <li>- Institutional development</li> <li>- Poverty alleviation</li> <li>- Awareness</li> </ul>		<ul style="list-style-type: none"> <li>- Coordination with all stakeholders</li> </ul>
Civil society	<ul style="list-style-type: none"> <li>- Mainstreaming</li> <li>- Area development</li> <li>- Employment</li> <li>- Building institution</li> <li>- Empowerment of communities</li> <li>- Peace and development</li> </ul>	A	<ul style="list-style-type: none"> <li>- Participation and engagement</li> <li>- Information sharing</li> <li>- Support</li> </ul>
UN Agencies, humanitarian aid agencies		A	
Political Agent	<ul style="list-style-type: none"> <li>- Law and order</li> <li>- Administration</li> <li>- Support and coordination</li> <li>- Development</li> </ul>	B	<ul style="list-style-type: none"> <li>- Info sharing for coordination</li> </ul>
Pak Army/ Security Agencies	<ul style="list-style-type: none"> <li>- To support implementation of writ of the government</li> <li>- Maintaining law and order situation</li> <li>- Border security</li> <li>- Monitoring internal and external threats</li> <li>- Manipulation of intervention</li> </ul>	B	<ul style="list-style-type: none"> <li>- Interaction with civil military coordination units</li> <li>- Share of plan through government</li> <li>- To overcome restriction through informed movement plan</li> <li>- Field level compromises</li> </ul>

Stakeholders (SHs)	Interest	Impact	Potential Strategies to Obtain Support or Reduce Hurdles
	- Restrictions		
Security agencies	- Security and peace - Development - Peace and development	B	- Support for providing NOC for working & Coordination in development - Support
GLAS (govt. line authorities)  Govt (PA, Pak Army, Line dept, FDMA)	- Service providers - Negative - Peace stability, economic restoration, relief, recovery - To implement writ of the govt. - Provision of social and economic development services	B	- Support - Effective mobilization - Collection of primary data, triangulation of primary data with secondary data - Meetings - Sharing plans and project reports - Signing of MOUs of collaboration - NOC
FATA Secretariat FDMA	- Development - Availability of funds - Disaster mgt - Monitoring	B	- Coordination - Linkages - Coordination---- - Regular ----of information - NOC
Militants	- Destabilization of the region - Control local natural resources - Control geographic area - Imposing Islamisation	D	- Informal interaction through communities - Waiver of branding - Strict adherence to cultural norms
Militants, insurgents	- Negative	B	- Combined effort to reduce insurgency
Taliban	- Anti state activities	D	

Stakeholders (SHs)	Interest
Beneficiaries	- Improvement of socio-economic condition - Peace and economic development - Integration-Equal opportunities
Maliks and elders	- Decision making-Conflict resolution-Resource mobilization - Link between PA and communities - Monitoring of development works-Vested interest - Influence on community-Hold on resources-Support government
Community institutions	- Institutional development
CSOs	- Social catalyst, change agent
CSOs	- Institutional development-Poverty alleviation-Awareness
Civil society, UN Agencies, humanitarian aid agencies	- Mainstreaming-Area development - Employment-Building institution - Empowerment of communities-Peace and development
Political Agent	- Law and order-Development-Administration-Support and coordination
Pak Army/ Security Agencies	- To support implementation of writ of the government - Maintaining law and order situation-Border security-

Stakeholders (SHs)	Interest
	<ul style="list-style-type: none"> <li>Security and peace</li> <li>- Monitoring internal and external threats</li> <li>- Manipulation of intervention-Restrictions-Development</li> </ul>
GLAS (govt. line authorities) Govt (PA, Pak Army, Line dept, FDMA)	<ul style="list-style-type: none"> <li>- Service providers-To implement writ of the govt.</li> <li>- Peace stability, economic restoration, relief, recovery</li> <li>- Provision of social and economic development services</li> </ul>
FATA Secretariat, FDMA	<ul style="list-style-type: none"> <li>- Development-Availability of funds-Disaster mgt-Monitoring</li> </ul>
Militants	<ul style="list-style-type: none"> <li>- Destabilization of the region-Imposing Islamisation, Anti state activities</li> <li>- Control local natural resources, Control geographic area</li> </ul>

Stakeholders (SHs)	Potential Strategies to Obtain Support or Reduce Hurdles
Beneficiaries Community institutions	<ul style="list-style-type: none"> <li>- Social empowerment-Institutional development-Mobilization</li> <li>- Building institution-Developing ownership-Advocacy and raising awareness</li> <li>- Strengthen communities- Mobilization</li> </ul>
Maliks and elders	<ul style="list-style-type: none"> <li>- Broad support in community mobilization, facilitation, and consultation</li> <li>- Meetings-Involvement in development projects</li> </ul>
CSOs	<ul style="list-style-type: none"> <li>- Policy change at government level-Coordination with all stakeholders-Participation and engagement-Information sharing-Support</li> </ul>
Political Agent	<ul style="list-style-type: none"> <li>- Info sharing for coordination</li> </ul>
Pak Army/ Security Agencies	<ul style="list-style-type: none"> <li>- Interaction with civil military coordination units-Share of plan through government</li> <li>- To overcome restriction through informed movement plan-Field level compromises-Support for providing NOC for working &amp; Coordination</li> </ul>
GLAS (govt. line authorities) Government (PA, Pak Army, Line dept, FDMA)	<ul style="list-style-type: none"> <li>- Support -Effective mobilization-NOC</li> <li>- Collection of primary data, triangulation of primary data with secondary data</li> <li>- Meetings-Sharing plans and project reports-Signing of MOUs of collaboration-</li> </ul>
FATA Secretariat, FDMA	<ul style="list-style-type: none"> <li>- Coordination-Linkages-Coordination-----Regular ----of information-NOC</li> </ul>
Militants	<ul style="list-style-type: none"> <li>- Informal interaction through communities-Combined effort to reduce insurgency</li> <li>- Waiver of branding-Strict adherence to cultural norms</li> </ul>

## Annexure – V FATA Vision

Social Development					
Health	Improved; good health	Health facilities available			
Education	Improved	Beautiful school buildings	Beautiful furniture	Schools, higher learning institutions	
Skills	Vocational school centres	Human and skills development	Skills		
Human and Institutional Development					
Peace	None carrying weapon	Peace	Peace of mind	Drove attacks have stopped	
Civic infrastructure	Market places	People participating in activities; voting rights	Well dressed people	Happy children	Tourists, tourism
	Girls in <i>niqab</i> and coming out of girls college	Men on <i>charpais</i> and talking to each other	Sports ground	Children singing	Culture not affected negatively
			Love and friendship, good attitude	Pakistan's flags on buildings	Pathans, Punjabis, everybody visiting
Elders	Satisfied with the children				
Governance	FCR free	People cooperating	Equal distribution of resources	Drug free	Justice
			Elders satisfied with the children	Happy people and micro level projects	
Physical Development					
Infrastructure	Connected with the rest of the world	Water in every house	Doctors, business,		
Development	Apartments				
Environment	No pollution	Thick forest	Tree plantation	Fruit trees	
Roads	No roads blocked				
Transportation	Double Decker	People biking down the road			
Energy	No crises	Gas discovered			
Economic Development: Livelihood and Assets					
Economic	Mountains	Marble, Coal, minerals extraction	Small industries linked with the market	Factories	Value addition, Organic food market, electronic goods: made in Pakistan
Girls	Milking cows	Sales girls	Women and men working together	Local women and men as sales persons in small malls	
Youth	In productive activities				

Source: First Consultative Workshop, PPAF, February 22, 2012

## Annexure – VI Participants of Consultative Workshop

Sr. No.	Name	Designation	Organization
1.	Mr. Javed Akhtar	Project Manager	SWWS
2.	Mr. M. Abid Latif Marwat	Project Manager	VEER
3.	Ms. Sadia Iqbal	Human Resource	SWWS
4.	Mr. Jehanzeb	President	SDF
5.	Mr. Intisar Ahmad	COO	FIDA
6.	Pir Mushtaq Ahmed	Project Coordinator	FIDA
7.	Mr. Qadeem	Exec. Director	SDF
8.	Mr. Azmat	Project Manager	SABAWON
9.	Mr. M. Tariq	CEO	SABAWON
10.	Mr. Sarmad Khan	Exec. Director	SEED
11.	Mr. Sahibzada Shoaib	CEO	SEED
12.	Mr. Mohammad Zaman	Exec. Director	AHO
13.	Mr. Ahmad Nawaz	Program Manager	AHO
14.	Mr. Naveed Afridi	FATA Coordinator	AHD
15.	Mr. Khalil-ur-Rehman	IDO	SERVE
16.	Mr. Faiz M. Fayyaz	CEO	CMDO
17.	Mr. Taymoor Nawaz	CEO	AWAZ
18.	Mr. Amed Zeb	CEO	SERVE
19.	Ms. Zoya Zain	Program Manager	AHD
20.	Mr. Tahir Ali	Program Manager	CAMP
21.	Mr. Suhail	Program Engineer	CAMP
22.	Mr. Amjad Ali Afridi	Director	CMDO
23.	Mr. Shah Zaman	President	TDO
24.	Ms. Musarrat Shaheen	General Secretary	TDO

### Annexure – VII Beneficiary Size Calculations

Agency/FR	Population*	Number of Tehsils	Average Population/Tehsil	Selected Number of Tehsils	Population of selected Tehsils and FRs	70% of selected Tehsils/FRs population
<b>North Region</b>						
Bajaur	1,077,486	7	153,927	4	615,706	430,994
Mohmand	601,381	7	85,912	3	257,735	180,414
<b>Central Region</b>						
Khyber	936,614	4	234,154	2	468,307	327,815
Orakzai	228,618	4	57,154	2	114,309	80,016
Kurram	633,450	3	211,150	2	422,300	295,610
FR Peshawar	54,600	-		1	54,600	38,220
FR Kohat	89,702	-		1	89,702	62,792
<b>South Region</b>						
North Waziristan	507,650	10	50,765	5	253,825	177,677
South Waziristan	563,286	8	70,411	4	281,643	197,150
FR Bannu	19,869	-		1	19,869	13,908
FR Lakki	7,085	-		1	7,085	4,960
FR Tank	27,600	-		1	27,600	19,320
FR Dera Ismail Khan	39,539	-		1	39,539	27,678
<b>Total</b>	<b>4,786,880</b>	<b>43</b>	<b>105,779</b>	<b>22 Tehsils +6 FRs</b>	<b>2,597,621</b>	<b>1,856,554</b>

\*Projected population of 2012

## Annexure – VIII Detailed Costs

### Total Investment

Areas	Jul-11	Jun-20	Total Costs	Rs.
	Program Cost (M Rs)	Sector Allocation %		
Institutional Development	1,078,008,417	12.5	Programme	8,599,412,761
Livelihood	1,137,679,626	13.2	Operations	1,504,280,869
Training and Skill Dev.	931,525,063	10.8	Technical studies	50,000,000
Health	517,151,970	6.0	Workshops and seminars	70,000,000
Education	1,343,552,536	15.6	<b>Total cost (Rs)</b>	10,223,693,630
Disability	525,536,323	6.1	US\$	108,878,526
Water & Infrastructure	2,052,290,663	23.9		
Disaster Preparedness	90,363,338	1.1	<b>Coverage at a Glance</b>	
Youth Development	886,704,824	10.3	Beneficiaries over 9 years	1,856,554
Communication & Media	36,600,000	0.4	Total investment	10,223,693,630
<b>Total (Rs)</b>	<b>8,599,412,761</b>		<b>Rs. per beneficiary</b>	<b>5,507</b>
<b>US\$</b>	<b>91,580,541</b>		<b>US\$ per beneficiary</b>	<b>58.65</b>

### Program Cost Phase I

Areas	Jul-11	To			Jun-14
	Year 1	Year 2	Year 3	Total Cost (M Rs.)	Sector Allocation %
Institutional Development	20,400,000	51,146,319	59,243,496	130,789,814	11.0
Livelihood	30,000,000	62,735,968	56,694,270	149,430,239	12.6
Training and Skill Dev.		103,899,569	93,893,669	197,793,237	16.7
Health	21,150,008	31,279,890	38,988,322	91,418,220	7.7
Education	36,296,248	74,039,449	66,909,185	177,244,882	14.9
Disability	15,053,744	30,707,606	27,750,353	73,511,702	6.2
Water & Infrastructure	34,500,000	114,282,188	103,276,405	252,058,592	21.2
Disaster Preparedness		5,117,934	4,625,059	9,742,993	0.8
Youth Development		51,133,718	46,550,273	97,683,990	8.2
Communication & Media	600,000	3,000,000	3,000,000	6,600,000	0.6
<b>Total (Rs)</b>	<b>158,000,000</b>	<b>527,342,640</b>	<b>500,931,031</b>	<b>1,186,273,671</b>	
<b>US \$</b>				<b>12,633,372</b>	

**Program Cost Phase II**

Areas	Jul-14		To		Total Cost (M Rs.)	Jun-17 Sector Allocation %
	Year 4	Year 5	Year 6	Year 6		
Institutional Development	110,770,652	147,717,907	216,144,785		474,633,343	13.1
Livelihood	145,706,011	194,274,682	145,706,011		485,686,704	13.4
Training and Skill Dev.	241,309,604	68,166,555	51,124,916		360,601,076	9.9
Health	42,560,905	88,786,350	68,975,445		200,322,700	5.5
Education	171,958,656	229,278,208	171,958,656		573,195,519	15.8
Disability	71,319,258	63,394,896	71,319,258		206,033,412	5.7
Water & Infrastructure	265,423,523	353,898,031	265,423,523		884,745,078	24.4
Disaster Preparedness	11,886,543	15,848,724	11,886,543		39,621,810	1.1
Youth Development	117,477,718	154,323,624	117,477,718		389,279,060	10.7
Communication & Media	5,000,000	5,000,000	5,000,000		15,000,000	0.4
<b>Total (Rs)</b>	<b>1,183,412,871</b>	<b>1,320,688,976</b>	<b>1,125,016,855</b>		<b>3,629,118,702</b>	
<b>US\$</b>					<b>38,648,761</b>	

**Program Cost Phase III**

Areas	Jul-17		To		Total Cost (M Rs.)	Jun-20 Sector Allocation %
	Year 7	Year 8	Year 9	Year 9		
Institutional Development	114,619,559	191,620,392	166,345,309		472,585,260	12.5
Livelihood	150,768,805	201,025,073	150,768,805		502,562,683	13.3
Training and Skill Dev.	249,694,302	70,535,113	52,901,335		373,130,750	9.9
Health	43,249,267	91,080,891	91,080,891		225,411,050	6.0
Education	177,933,641	237,244,854	177,933,641		593,112,135	15.7
Disability	73,797,362	98,396,483	73,797,362		245,991,208	6.5
Water & Infrastructure	274,646,098	366,194,797	274,646,098		915,486,993	24.2
Disaster Preparedness	12,299,560	16,399,414	12,299,560		40,998,535	1.1
Youth Development	120,538,532	158,664,709	120,538,532		399,741,774	10.6
Communication & Media	5,000,000	5,000,000	5,000,000		15,000,000	0.4
<b>Total (Rs)</b>	<b>1,222,547,127</b>	<b>1,436,161,728</b>	<b>1,125,311,534</b>		<b>3,784,020,388</b>	
<b>US\$</b>					<b>40,298,407</b>	

## Annexure –IX Outcome Indicators

### Outcome Indicators (2012-2022)

Objectives	
Eradicate extreme poverty and hunger	At least 60% of the targeted poor and 50% of the ultra poor graduated to higher scores on the poverty scorecard <sup>2</sup> Halve the proportion of persons living with high food insecurity and/or hunger
Promote gender equality and empower women	At least 50% of those targeted are women Percent of women CO members who mainly decide the use of the income they earn. Participation of women in household decision-making index 3Increased percentage of women own assets or resources in their name
Achieve universal primary education	Target: 90% of girls and boys of primary school age within target villages complete a full course of primary schooling. At least 50% of students completed their primary cycle are girls Teacher/student ratio; teacher attendance rate; student attendance rate
Improve maternal health	Target: A 50% reduction in maternal mortality rates within the targeted populations: Number of functioning health facilities in PPAF covered Union Councils The proportion of women attended at least once during pregnancy by trained personnel in PPAF target UCs The proportion of births attended by trained health personnel in these UCs
Reduce child mortality	Target: Reduce by 50% the under five mortality rate within target communities: Children under five that are moderately malnourished; severely malnourished Achieve Immunization rate close to 100% in all PPAF UCs Oral Rehydration Therapy (ORT) use rate
Community and NGO institutions pursuing the preceding objectives established and strengthened	Improved governance, transparency, accountability and coverage of targeted communities by community and non-governmental institutions

### Intermediate Outcome Indicators

Intermediate Outcomes	Indicators
<b>Human and Institutional Development</b>	
<p>a) Community institutions (COs/VOs and clustered bodies) formed and functioning satisfactorily.</p> <p>b) Women are engaged in community decision-making (with men) around economic and social development and are more visible in public spaces</p> <p>c) Rights-based approaches and social responsibility become intrinsic within both PO and CO practices</p>	At least 50% of the households in each priority Union Council are members of COs.
	At least 75% of the households in each targeted village are members of COs.
	At least 60% of poor/poorest5 households in targeted communities are members of COs.
	At least 40% of all community institution members in every priority Union Council are women.
	At least 33% of community's adults with special needs are members of the CO or WCO.
	At least 50% of the community organizations engaged with POs possess financial, technical (context oriented) and managerial skills and capabilities.
	60% of women and men trained from COs report improved understanding of their rights, equity, transparency and social & environmental responsibility – and provide evidence of how they have used this knowledge and implemented rights-based approaches as CO members.
Training manuals prepared by Pos/PPAF for Cos are used by 90% of social mobilisers when engaging with groups, and evidence is collected by at least 60% of SOs/POs to show how social practices have changed as a result	
<b>Livelihoods Enhancement and Protection</b>	
Living standards of targeted households improved and vulnerability to shocks reduced	At least 50% of the poorest households in the targeted UCs have (a) developed livelihood plans and/or received the livelihood grants for their CLF.
	At least 50% of livelihood grant recipients are women.
	At least 70% of livelihood asset transfer and skills training recipients report improved economic opportunities and/or quality of life
	Communities that have received Community Livelihood Fund (CLF) revolve savings for internal lending and maintain at least 95% repayment rates.
<b>Water, Energy and Infrastructure</b>	
Poor communities gained increased access to quality infrastructure services.	Minimum ERR of 20% and FRR of 25% for project investment in water and infrastructure services.
	At least 90% of PPAF funded infrastructure schemes are maintained at a functional level.
<b>Disaster Management and Preparedness</b>	
People living in the PPAF programme areas have mitigation mechanisms in place to avert or cope with natural disasters; and are helped by way of	All UCs where Second Generation Drought Mitigation & Preparedness Projects (DMPP) have been implemented have in place operational community based early warning systems and contingency plans for droughts.

Intermediate Outcomes	Indicators
relief, recovery, reconstruction and rehabilitation, in the aftermath of natural disasters or situations caused due to armed conflicts.	All MSPs include a management plan for the disaster the UC is prone to. Management plans must ensure 50% women's participation in planning and implementation phases with specific actions for women's and children's protection identified
	All PPAF supported health and education buildings must be seismically safe and capable of acting as safe shelters during floods and earthquakes.
	PPAF and POs have an organization wide institutional mechanism in place to swiftly respond to a disaster situation.
	Special capacity building activities and trainings provided to women members of COs to support them to cope with disasters
<b>Education</b>	
Access to quality education is improved and utilised by all primary school age children in PPAF priority areas	Net student retention rate in a primary education cycle in PPAF supported schools of at least 80% per annum maintained over the project period.
	At least 50% of students in PPAF supported schools are girls.
	At least 80% of the parents of students of targeted project schools report satisfaction with PPAF supported education interventions
	At least 40% of SMC members of PPAF-supported schools are women.
	At least 70% of students report improved reading, writing and arithmetic skills, as well as report their school environment has improved
<b>Health</b>	
Women and children gain increased access to quality primary, preventive and maternal health services.	At least 70% of the beneficiaries report satisfaction with PPAF supported health facilities
	At least 50% of beneficiaries of project health centres are women and maternal health services are provided by trained practitioners.
	At least 40% of Health Management Committee members in targeted project health centers are women.
	All HMCs are linked to (integrated with) the govt supported village health committees (if existing) so that no parallel structures are created
	At least 15% per annum increase in antenatal and post-natal checkups at every public health facility in the project area
	At least 10% increase in the availability of trained birth attendants for deliveries and allied services in outreach settlements served by PPAF partners
<b>Persons with Disabilities</b>	
Persons with Disabilities in 7 selected districts <sup>6</sup> (24 targeted UCs) rehabilitated	50% of Persons with Disabilities in targeted UCs, with identified needs, provided with assistive devices
	25% of Persons with Disabilities in targeted UCs, with identified

Intermediate Outcomes	Indicators
	needs, completed Enterprise Development Training (Skill Training and Business Incubation) and earning incomes, of which at least 40% are women
	50% of Children with Disabilities in targeted UCs, with identified needs, enrolled in schools (Special or Inclusive)





عشق، علم اور عمل

پی پی اے ایف کی بنیادی اقدار اور اس کے کام کی اصل روح ہیں۔

The emblem denotes three words: *Ishq, Ilm, Amal* meaning passion, knowledge and action – the core values driving the institution.

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