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ACRONYMS

ADB	Asian Development Bank
ACC	Aerated Concrete Construction
AI	Assistance and Inspection
AJK	Azad Jammu & Kashmir
AKDN	Aga Khan Development Network
AKFP	Aga Khan Foundation, Pakistan
BEGIN-ER	Building Enabling Governance and Institutions for Earthquake Response
BHU	Basic Health Unit
BRC	Basic Rehabilitation Centre
BRUS	Basic Rehabilitation Units
CBO	Community Based Organisation
CBR	Community Based Rehabilitation
CDMA	Code Division Multiple Access
CGI	Corrugated Galvanized Iron
CHW	Community Health Worker
CIDA	Canadian International Development Agency
CIF	Community Investment Fund
CLRPs	Communities Livelihood Rehabilitation Plans
CMU	Central Management Unit
CMU	Central Management Unit
CNIC	Computerized National Identity Card
CRS	Catholic Relief Service
CRWs	Community Rehabilitation Workers
CWDs	Children with Disabilities
CWM	Collaborative Watershed Management
CWs	Church Welfare Services
D&SCC	Donors and Sponsors Coordination Cell
DCO	District Coordination Officer
DEWS	Disease Early Warning System
DFID	Department for International Development
DG	Director General
DHQ	District Headquarter
DRAC	District Reconstruction Advisory Committee
DRC	Data Resource Centre
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
DRU	District Reconstruction Unit
EAD	Economic Affairs Division
ECH	European Commission Humanitarian
ECIL	Engineering Consultant International (Pvt) Ltd
ECNEC	Executive Committee of the National Economic Council
EIA	Environmental Impact Assessment
EIVP	ERRA Interns and Volunteers Programme
EMIS	Education Management Information System
EPC	Environmental Protection Cell
EPI	Expanded Programme of Immunisation

EQAAs	Earthquake Affected Areas
ERCU	Emergency Rehabilitation and Coordination Unit
ERM	Earthquake Reconstruction Monitor
ERP	Early Recovery Plan
ERRA	Earthquake Reconstruction & Rehabilitation Authority
EU	European Union
EVFs	Extremely Vulnerable Families
EVIs	Extremely Vulnerable Individuals
FAO	Food and Agriculture Organisation
FFW	Food for Work
FMIS	Financial Management Information System
FRC	Federal Relief Commission
FWCs	Family Welfare Centres
FWO	Frontier Works Organisation
FY	Fiscal Year/ Financial Year
GETA	Gender Equality Technical Assistance
GIS	Geographical Information System
GoP	Government of Pakistan
GRRN	Gender Reconstruction and Rehabilitation Network
GSP	Geological Survey of Pakistan
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
HMC	Health Management Committee
HRC	Housing Reconstruction Centre
ICERM	International Conference on Earthquake Risk Management
ICIMOD	International Centre for Integrated Mountain Development
IDB	Islamic Development Bank
IDPs	Internally Displaced Persons
IEE	Initial Environmental Evaluation
IFIs	International Financial Institutions
INGOs	International Non-Governmental Organisations
IOM	International Organisation for Migration
IOs	International Organisations
IPSAs	International Public Sector Accounting Standards
JICA	Japan International Cooperation Agency
JICS	Japan International Cooperation System
KMC	Knowledge Management Cell
KSA	Kingdom of Saudi Arabia
LAC	Legal Aid Centre
LCUs	Livelihood Co-Ordination Units
LHW	Lady Health Worker
LPG	Liquefied Petroleum Gas
LSCG	Livelihood Support Cash Grant
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MIS	Management Information System
MOSWSE	Ministry of Social Welfare and Special Education
MOU	Memorandum of Understanding
MOWD	Ministry of Women Development
MRDEA	Medical Rehabilitation of Person with Disabilities in the Earthquake Affected Areas
NADRA	National Database Regulatory Authority
NDMA	National Disaster Management Authority
NESPAK	National Engineering Services of Pakistan

NGOs	Non – Governmental Organisations
NHA	National Highway Authority
NIRM	National Institute of Rehabilitation Medicine
NOC	No Objection Certificate
NRC	Norwegian Refugee Council
NSET	National Society for Earthquake Technology - Nepal
NWFP	North West Frontier Province
OCHA	Office for the Coordination of Humanitarian Affairs
PC-I	Project Cycle – I
PERRA	Provincial Earthquake Reconstruction and Rehabilitation Agency
PERRP	Pakistan Earthquake Reconstruction and Recovery Program
PESCO	Peshawar Electric Supply Corporation
PIC	Public Information Campaign
PKR	Pakistan Rupees
PMU	Project Management Unit
POS	Partner Organisations
PPAF	Pakistan Poverty Alleviation Fund
PPRA	Public Procurement Regulatory Authority
PRIDE	Primary Healthcare Revitalization, Integration & Decentralization in Earthquake Affected Areas
PTAs	Parents Teachers Associations
PWDs	Persons with Disabilities
R&I	Receive and Issue
R&R	Reconstruction and Rehabilitation
RDP	Rural Development Programme
RHC	Rural Health Centre
RIC	Resource Information Centre
SWC	Social Welfare Complex
RISE	Revitalizing, Innovating, Strengthening Education
RL	Rural Landless
RWH	Rain Water Harvesting
SCIPs	Structural Concrete Insulated Panels
SCO	Special Communication Organisation
SCOM	State Communication Organisation Mobile Service
SERRA	State Earthquake Reconstruction and Rehabilitation Agency
SIDA	Swedish International Development Cooperation Agency
SIPs	School Improvement Plans
SMCs	School Management Committees
SOPs	Standard Operating Procedures
SWM	Solid Waste Management
TAMEER	Technical Assistance for Management of Earthquake Early Recovery
TBAs	Traditional Birth Attendants
THQ	Tehsil Headquarter
TOR	Terms of Reference
TRC	Transitional Relief Cell
TVS	Targeted Vulnerability Survey
UAE	United Arab Emirates
UC	Union Councils
UNDAC	United Nations Disaster Assessment Coordination
UNDP	United Nations Development Programme
UNEP	United Nation's Environment Programme
UNESCO	United Nations Education, Scientific and Cultural Organisation
UNFPA	United Nations Population Fund

UN-HABITAT	United Nations Human Settlement Programme
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
UNISDR	United Nations International Strategy for Disaster Risk Reduction
USAID	United States Agency for International Development
VRC	Village Reconstruction Committee
WatSan	Water and Sanitation
WB	World Bank
WDC	Women Development Centre
WFP	World Food Programme
WHO	World Health Organisation
WSP-SA	Water and Sanitation Programme, South Asia
WWF	World Wide Fund for Nature

Chapter 1

Introduction

CHAPTER 1   1.   ERRA AT A GLANCE

1.1   Overview/Background

Earthquake Reconstruction and Rehabilitation Authority (ERRA) was established on 24th of October 2005 with the objective to ensure the reconstruction and rehabilitation of the areas of NWFP and AJK affected by the devastating earthquake of 8th October, 2005.

ERRA is an autonomous body at the Federal level, with its affiliates PERRA and SERRA working at the provincial and state levels and District Reconstruction Units (DRU) in the eight affected districts.

The mandate of ERRA is policy planning, financing, projects approval, quality control, and monitoring and evaluation. In addition to this, it provides facilitation to implementing partners in NWFP and AJK through Provincial Earthquake Reconstruction and Rehabilitation Agency (PERRA) and State Earthquake Reconstruction and Rehabilitation Agency (SERRA) respectively. Both the agencies, with the assistance of District Reconstruction Units (DRUs), are responsible for the implementation of programmes and projects through relevant line departments of their respective governments.

ERRA's work has been appreciated and commended nationwide. It has been acknowledged internationally as well and recognized as one of the best case studies of earthquake response and recovery. ERRA has presented its Case Studies, Best Practices and Lessons Learnt at various national and international forums, and received appreciation for its comprehensive integrated programme. ERRA is likely to complete its mandated task by the given timeline of March 2011. However, some mega projects in the Urban Development Sector might require ERRA's input beyond the cut off date.

Fig. 1 Organizational Chart of ERRA

ORGANISATIONAL CHART
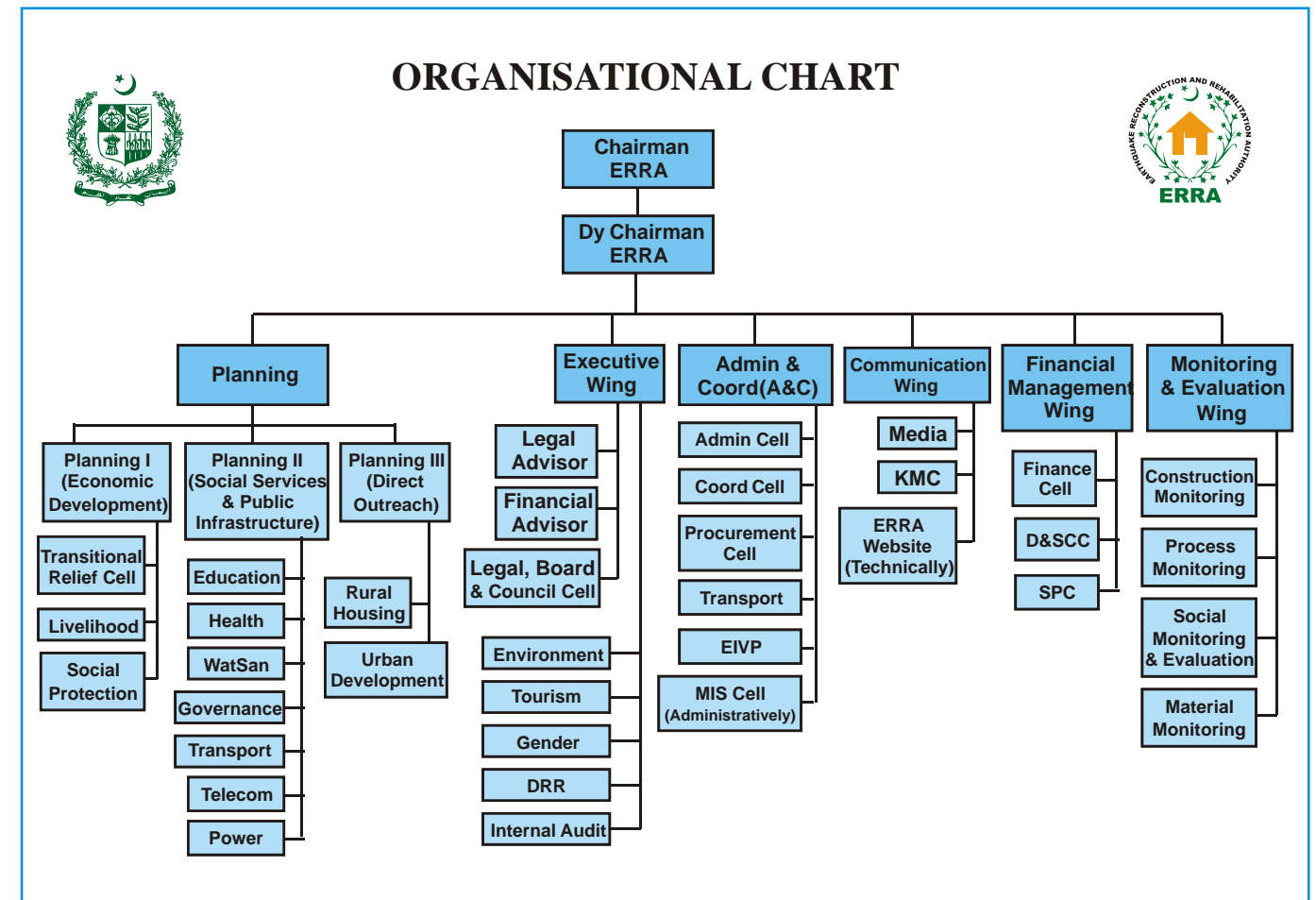
1.2 ERRA as of August 2008

Since its inception, ERRA has remained a dynamic and vibrant organisation. It has evolved its present structure and functions, in response to the changing needs and requirements of reconstruction and rehabilitation activity in the toughest terrains in the world. While the ERRA Council provide policy guidelines, the Chairman ERRA heads the ERRA Board which enjoys certain powers delegated to it by the Council. The Deputy Chairman provides the strategic support, programme guidance, and operational management of ERRA. Directors General (DGs) supported by Programme Managers, Directors and Deputy Directors are assigned various planning and support functions within their respective wings.

1.3 ERRA Management

1.3.1 ERRA Council

ERRA's supreme body is the ERRA Council. All matters of policy and administration of ERRA and its affairs are vested in the council, which is legally empowered to employ all power, perform all functions, and carry out all actions which are exercised, performed or done by the Authority. Composition of ERRA Council is given in table 1.

Table 1: Composition of ERRA Council

1.	Prime Minister of Pakistan, Chairperson
2.	Prime Minister of AJ&K
3.	Chief Minister of NWFP
4.	Minister for Kashmir Affairs and Northern Areas
5.	Advisor to the Prime Minister on Finance
6.	Deputy Chairman, Planning Commission
7.	Chairman, ERRA
8.	Deputy Chairman, ERRA

1.3.2 ERRA Board

The ERRA Board is responsible for implementation of approved programmes, projects and policy decisions of the Council, as well as day to day operational matters. It also exercises all such administrative and financial powers as may be delegated to it by the Council. Composition of ERRA Board is given in table 2.

1.4 The Organisation and Functions of ERRA

To meet the mammoth task of reconstruction and rehabilitation, ERRA has developed a comprehensive umbrella development plan which covers all the vital

Table 2: Composition of ERRA Board

1.	Chairman of ERRA, Chairperson
2.	Deputy Chairman, ERRA
3.	Additional Secretary, EAD
4.	Chief Secretary, NWFP
5.	Additional Secretary, Planning
6.	Chief Secretary, AJK
7.	Additional Secretary, Finance
8.	Additional Secretary, Defence
9.	Four civil society members nominated by Federal Government
10.	One civil society member nominated by Govt of AJK
11.	One civil society member nominated by Govt of NWFP

sectors, including Housing (Rural Housing and Urban Development/Housing), Livelihood, Social Protection, Education, Health, Water and Sanitation, Governance, Transport, Power, Telecommunication, Environment and Tourism. (For details see chapters 2 & 3)

In addition, there are cross cutting themes including Disaster Risk Reduction, Gender Mainstreaming and Environmental Safeguards. These cross cutting themes have been carefully blended in the sectoral strategies for all other sectors.

Each sector is looked after by a Programme Manager who is equivalent to the rank of either a Director or a Deputy Director. The sector is governed through its Sectoral Strategy that provides programme objectives, targets, implementation methodology and expected results. Programme Performance for each sector is measured as a derivative of relevance, efficiency, effectiveness and sustainability. The Key Performance Indicators (KPIs) provide the critical data, information, analysis and deductions.

The management at ERRA Headquarters is divided into following Wings to ensure smooth operation and efficiency of various programmes and projects undertaken by the Authority:

1.4.1 Planning Wing I

This Wing comprises sectors including Livelihood, Social Protection and Transitional Relief Cell.

Livelihood: It includes community led medium term economic sustainability including prevention of environmental degradation, integrated water shed management and restoration of agriculture and livestock infrastructure.

Social Protection: It provides a comprehensive framework for action to minimize immediate and medium term affects of the disaster felt by vulnerable groups including children, women, elderly and persons with disability.

Transitional Relief Cell: Transitional Relief Cell (TRC) of ERRA holds and manages all the relief-related stores that are distributed in times of need. It coordinates contingency planning and repair of roads and bridges to facilitate reconstruction and also coordinates with INGOs/ NGOs for the accomplishment of tasks mentioned above.

1.4.2 Planning Wing II

This Wing manages the ERRA sectors dealing with provision of social services and public infrastructure. It includes Education, Health, Water and Sanitation (WatSan), Governance, Transport, Power and Telecommunications.

Education: The Education Sector provides interventions to ensure continuation of academic activities, restoration and improvement of academic institutions and reconstruction of all destroyed schools and colleges.

Health: Health Sector ensures implementation of a well coordinated response to restore health care facilities, provision of essential package of health services to the affected population, and prevention from diseases and subsequent loss of life.

Water and Sanitation: The Water & Sanitation (WatSan) Sector manages hygienically safe drinking water, proper sewerage and solid waste management schemes, and enhanced health and hygiene practices.

Governance: Governance Sector facilitates restoration and reconstruction of the government offices and infrastructure. It also strives for capacity building and strengthening of government, functionaries and their offices.

Transport: Transport Sector aims at rehabilitation of maximum number of roads and bridges and other relevant infrastructure in the affected areas. This includes patchwork on the damaged roads and rehabilitation of major intra and inter-district road networks.

Power: Power Sector ensures restoration of electricity supply to pre-earthquake levels and to provide necessary spares and human resources to enhance local capacities.

Telecommunication: Telecommunication Sector provides for restoration of the communication links to ensure the uninterrupted communication from and to the affected areas. It focuses on development and modernization of the telecommunication services.

Detailed description and achievements of these sectors are given in the next chapter.

1.4.3 Planning Wing III

This Wing manages the sectors of Rural / Urban Housing and Urban Development.

Rural / Urban Housing: Rural / Urban Housing Strategy provides for an owner driven strategy of rebuilding houses in accordance with earthquake resistant standards, rehabilitation of the people's lives, enhancement of housing reconstruction skills and capacities.

Urban Development: ERRA Urban Development caters for an integrated approach towards the town planning of four cities -- New Balakot in NWFP and Muzaffarabad, Bagh and Rawalakot in AJK.

Detailed description and achievements of these sectors is given in the next chapter.

1.4.4 Executive Wing

The Executive Wing is the Secretariat of the Deputy Chairman ERRA managed by the Chief of Staff (COS). Since the creation of ERRA, it has passed through certain organisational changes for enhancing the overall efficiency, effectiveness, and smooth operations. Most recently, the Executive Wing has been re-organised and it now consists of different offices which operate under the overall direction and guidance of this Wing. The organisational flow of the Wing and concise descriptions of it various Cells are as follows:

Disaster Risk Reduction (DRR) Cell

ERRA is implementing an independent Disaster Risk Reduction (DRR) Programme, to mainstream disaster risk reduction in all reconstruction and rehabilitation sectors to ensure sustainable development. The DRR Cell has undertaken a pilot programme in the two earthquake affected districts of Mansehra (NWFP) and Muzaffarabad (AJK) with the objective of improving management practices for disaster preparedness of relevant line departments, partner organisations and the community at large.

Gender Team

ERRA's Gender Mainstreaming Programme is supported by the Gender Team. Technical assistance provided by the team guides processes to ensure that principles of "inclusion, equality, and sustainability in reconstruction and rehabilitation efforts to increase the likelihood that the benefits accrue equitably to women and men, boys and girls, and to vulnerable groups". For this purpose, the Gender Team focuses on capacity building and provision of technical advice to Senior Management, Programme Managers, relevant Line Departments and Partner Organisations. Gender Team is also providing technical advice for the establishment of Women Development Centres (WDCs), Social Welfare Complexes (SWCs) and Gender Reconstruction and Rehabilitation Network (GRRN) in all the affected districts.

Environment

Environment Protection Cell of ERRA has been established to protect natural resources, prevent environmental degradation, restore damages, arrange safe disposal of debris and to establish principles and practices for environment friendly rehabilitation and reconstruction in the EQAAs with sustainable use of resources. Environmental Strategy is concerned with understanding the relationship between human activities and the natural environment. ERRA is dealing with environment as an independent sector as well as a cross-cutting theme in relevant sectors of reconstruction and rehabilitation (R&R). The Environment Cell of ERRA is responsible for ensuring environmental safeguards into R&R of official buildings of the forest department, wildlife and fisheries watershed, Environmental Impact assessment (EIA) of all mega projects and water resource management. In addition, the environment programme deals with debris and rubble removal, its recycling and slope stabilization. It also carries out rehabilitation of forestry by undertaking re-forestation at community as well as official levels.

Tourism Cell

Tourism Sector of ERRA focuses on eco-tourism, nature based tourism, community based tourism, economy driven tourism and heritage preservation with three basic values: preservation, hospitality and security. Tourism Sector has been founded at ERRA with the purpose of fostering sustainable economic development based on the principles of PPT (Pro Poor Tourism), preservation of the heritage assets and promoting community based approach to develop tourism as an industry in the EQAAs.

Internal Audit Directorate

ERRA has established Internal Audit Cell under Section 18(2) of ERRA Ordinance, 2006. Internal Audit Manual was issued by Auditor General of Pakistan and adopted by ERRA vide para 42(d) of ERRA Accounting Procedure for internal audit functioning. Internal Audit Cell has been created with the objective to examine and evaluate whether ERRA's framework of risk management, control and governance processes is adequate and functioning properly. It is also mandated to ensure financial and operational integrity, to safeguard assets and to ensure compliance of laws and regulations. The Cell is responsible for maintaining all records and information of ERRA offices, preparing and issuing periodical audit reports to the management, assisting the auditors to perform their duties in a manner that facilities independent, impartial and effective professional judgments and recommendations as well as internal audit of ERRA on a regular basis.

Legal, Board and Council Cell

The Cell is divided into two directorates i.e. Legal Directorate and Board and Council Directorate. Legal Directorate is responsible for drafting and negotiating ERRA Ordinance 2006 in consultation with the President and Prime Minister Secretariat, Ministries of Law, Justice and Human Rights and respective Governments of NWFP and AJK. It performs the functions of drafting and developing Service Regulations for the employees of ERRA as well as developing of procurement rules of ERRA, in consultation with Public Procurement Regulatory Authority. It also carries out arrangements for representing ERRA in various High Courts and in the Supreme Court of Pakistan and undertakes legal vetting of various legal documents including Memorandum of Understanding with Foreign Governments, domestic and international donor organisations and individuals, regarding allocation of development schemes to be undertaken by them in the EQAAs. It also helps in the development of Tax Exemption Policy in consultation with the Central Board of Revenue, for the duty free import of relief and reconstruction goods for utilization in EQAAs. It carries out Legal vetting of technical documents pertaining to business contracts for the procurement of works and services by the Authority as well as interpretation of various legal instruments including rules, regulations, MoUs, contracts etc.

The Board and Council Directorate is a secretariat to the supreme policy making forums of ERRA including ERRA Council and ERRA Board and ensures implementation of decisions taken in various ERRA Council and Board Meetings. It is responsible for parliamentary business including preparation of responses and coordination with the Minister In-charge of PM Secretariat on questions, resolutions and motions tabled by the members of National Assembly and Senate with regard to the activities, organisation and functions of ERRA. It also coordinates briefings on ERRA's strategies and activities to various Standing Committees of the Senate and National Assembly.

1.4.5   Administration and Coordination Wing

Owing to the fact that Administration and Coordination (A&C) requirements are increasing day by day with the enhanced pace of reconstruction and rehabilitation work, the A&C Wing of ERRA has recently been reactivated and restructured. A&C Wing has five different cells which operate under the overall directions and guidance of the Director General A&C.

Role and functions of various cells of the Wing are described below:

Administration Directorate

This Directorate is mainly responsible for the administrative functions of the Authority and includes General Administration, Personnel Administration, Budget and Accounts (non-development) and Transport. Administration Cell is further divided into various sections depending upon the nature and scope of the assignments as explained below:

Personnel Administration: This section deals with pay and allowances, human resource management, medical attendance, and local and international training opportunities.

General Administration: This section deals with event management and coordination besides ensuring administrative support to various wings in terms of stores and equipment.

Budget and Account Section: This section is responsible for Annual Budget preparation (non developmental, and cash transactions); re-appropriation of funds, TA/DA and medical / contingent bills.

Transport Section. This section deals with the allocation of transport to authorized officials for local as well as field duties. In addition, the section is also responsible for refuelling, repairing and maintenance of all the vehicles within the ERRA pool.

Coordination Directorate

This Directorate carries out all kinds of internal and external coordination. It ensures coordination, execution and follow-up of all the meetings of the Deputy Chairman with the various stakeholders involved in the reconstruction activity. The cell also coordinates all sorts of commitments and field visits of the Deputy Chairman. It also receives and processes mail for the entire ERRA. In addition, the cell also issues NOCs to foreign dignitaries for their visit to EQAAs and for duty-free release of imported consignments in the affected areas.

Procurement Cell

Procurement Cell is mandated to supervise and undertake all sorts of procurements of equipment, stores and human resource. Procurement Cell is responsible for ensuring transparency in procurement process, observing the instructions laid down in Public Procurement Regulatory Authority Rules, 2004 and the procurement guidelines of International Donor Agencies, wherever applicable. It is also responsible for evaluating the need of procurement of goods and services.

Procurement Cell of ERRA evaluates the bids received from bidders and firms, before placing formal work orders for procurements beyond the limit of PKR 40,000.00.

Management Information System (MIS) Cell

MIS Cell is responsible for ensuring real time and modern Communication and Information Technology (IT) tools to fast track the information flow, and management of electronic data recording of reconstruction and rehabilitation efforts. Since its inception, MIS has efficiently planned and executed a comprehensive IT and Communication Plan. MIS Cell has very effectively been providing e-office environment, in addition to uninterrupted voice and data communication coverage in ERRA offices including EQAAs. MIS has also been successful in providing internet to subsidiary organisations, procuring and maintaining technical and office equipment. MIS Cell has developed a number of customized software i.e. ERRA Website, Share Point Portal, ERRA Reconstruction Monitor (ERM), ERRA Interns-Volunteers Programme (EIVP), ERRA Complaints Manager (ECM), Livelihood Cash Grant, Housing Cash Grant, Limited Environment Survey, House Hold Survey, Medical Relief Data, Targeted Vulnerability Survey (TVS) and ERRA Payroll Manager (EPM).

ERRA Interns and Volunteers Programme (EIVP)

ERRA has planned and designed EIVP to create and enhance social awareness on post disaster response

activities amongst national and international community. The basic purpose of this programme is to enhance capacity of ERRA to deliver these services in an efficient and timely manner, create a resource pool to serve in case of a natural disaster in Pakistan and the rest of the world and create goodwill ambassadors. The programme was designed in two phases to invite the national and international individuals as interns and volunteers to ERRA and its other field associates: SERRA, PERRA and DRUs. The pilot phase of this programme was officially launched in July 2008 for a period of one month. The second phase, that is the regular programme will commence in September based on the lessons learnt during the pilot programme. The duration of each regular programme will be three months. This has been possible because of success and response received during the pilot programme.

United Nation Volunteers Programme has shown interest in adding a component to the programme. This will help in capacity building in the form of volunteers, an offer which is greatly welcomed.

1.4.6   Communication Wing

Media Cell

In today's world, media plays a vital role in the projection and image building of any organisation. Likewise, at ERRA a Media Cell was created to project the work done and to handle the press issues on a daily basis. The main responsibilities of the Media Cell are publicity and projection of ERRA's performance and monitoring of print and electronic media. The Media Cell also prepares the scan for daily coverage of organisational activities and prepares and issues press releases of events, including still photographs. Press Conferences and interviews of Chairman, Deputy Chairman and other officials are arranged and organised along with media coverage of field visits by local and foreign dignitaries. Furthermore, the Media Cell issues rebuttals and rejoinders when necessary. Article writing, event coordination, photo shoots, documentary production and maintenance of picture archives are also handled by the Media Cell.

ERRA's Media Cell also facilitates other media organisations on EQAAs' activities and handles complaints from the affectees through a Call Centre. Media Cell is also responsible for media campaigns as well as designing and publication of quarterly newsletters, advertisements, brochures, books etc through in-house designing.

Knowledge Management Cell

Knowledge Management Cell (KMC) of ERRA was established in August 2006 with the primary responsibility to document ERRA's institutional history, experiences and lessons learnt for incorporating in the policy making and sharing it with diverse audiences at local, national and global levels. KMC manages knowledge by systematic processing and documenting information, experiences and events as part of historical evidence and identifies and highlights accomplishments and challenges faced by ERRA, as well as perceptions of stakeholders. It disseminates knowledge by developing a range of products for diverse audiences and establishes knowledge networks to catalyze the process of mutual learning. KMC also handles publications of Annual Reviews, Corporate Brochures, District Profiles, Case Studies and prepares speeches and talking points for the Chairman and Deputy Chairman for different forums.

1.4.7   Financial Management Wing

Finance Cell

The Finance Wing of an organisation is like a heart which pumps blood into the veins of the organisation. After the Earthquake of 2005, a fund for reconstruction and rehabilitation was established by the government, which is known as the ERRA Fund. The object of this fund was to meet the expenses incurred on reconstruction activity in accordance with the objectives of ERRA Ordinance. The Finance Wing is the custodian and operator of the ERRA Fund. Finance Wing scrutinises the Non-Development budget prepared by Administration and Coordination Wing and the Development Budget prepared by Planning Wings in consultation with PERRA and SERRA. The Finance Wing also submits budget proposals to ERRA Board and ERRA Council for obtaining approval thereof and ultimately submits the approved budget to Finance Division for incorporation in the Annual Budget.

Finance Wing monitors release of funds and budget from Finance Division and handles transfer of funds to PERRA and SERRA and line departments of Governments of NWFP and AJK and other organisations in their designated accounts and makes payments of personal and third party claims, adhering to regulatory framework. Finance Wing ensures adherence to Accounting Procedure, Operational Manual and other relevant rules. It also monitors the smooth implementation of the Financial Management Information System (FMIS). Preparation of monthly and annual accounts, liaison with external and internal audit, proposals for re-appropriation and surrender of funds,

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liaison with donors with respect to financial matters, provision of funds and submission of Withdrawal Applications and Statements of Expenditures (SoEs) to donors, is also handled by the Finance Wing.

Donors/Sponsors Coordination Cell (D&SCC)

Donors and Sponsors Coordination Cell (D & SCC) was established with a mandate to act as a facilitatory platform for all Partners (Donors, Sponsors, Embassies, INGOs) desirous of making software and hardware interventions in the 12 sectors of ERRA. It assists them in their rehabilitation and reconstruction activities by evaluating, approving and allocating the projects. The D&SCC provides NOCs for sponsored R&R Projects and facilitates the signing of MoUs between EAD and INGOs.

D&SCC also undertakes coordination with the Provincial and State Governments, District Authorities and Army Formations for smooth implementation of projects. It also coordinates inaugurations and ground breaking ceremonies for sponsored projects. The D&SCC records progress of R&R activities of all sponsored projects and maintains coordination with POs by assisting the NGOs/ INGOs especially ex-pats in security related issues. It is also responsible for the coordination of VVIPs / Foreign Delegations'/ Diplomats' field visits to sponsored facilities- extending invitation to donors and sponsors at various occasions/ ceremonies and ensuring action on reports and observations forwarded by the M&E Wing for sponsor related facilities.

D&SCC issues endorsement letters for work completion, assists the Media Wing in projection of R&R interventions in EQAAs and provides support to the Finance Wing in collating and corroborating of information regarding financial commitments from various funding sources. In addition, D&SCC acts as a "Record Maintaining Centre" for all the Donors, NGOs, INGOs, and sponsoring countries.

Currently, the Cell is coordinating the activities of 191 donors and sponsors working on 3930 sponsored projects in earthquake affected areas.

Special Project Cell (SPC)

ERRA prepared and approved PC-1 for the establishment of SPC in March 2007. The Cell became officially functional in September 2007. This Cell handles large multi-sectoral donor-funded projects through a dedicated set up. The cell is responsible for the effective allocation of loans and grants, identification of

projects, conducting Donor Appraisal and Inception Missions, loan negotiations as well preparation and approval of PC-1 (Umbrella and Project Specific). It also carries out coordination for the approval of designs, bidding documents, bid evaluation report, fund flow management, contract management and negotiation. SPC is primarily responsible for the selection of consultants, establishment of PMUs, facilitation in land acquisition and preparation of periodic progress reports. It deals as a focal point with EAD, donors, and State and Provincial Governments.

Monitoring and Evaluation (M&E) Wing

Establishment of a dedicated M&E Wing is ERRA's response to provide both a real-time evaluation function and assist in filling gaps in coverage where the project or programme level monitoring functions are required.

More specifically, it brings transparency in ERRA operations and increases confidence of the external stakeholders and improves responsiveness of the beneficiaries and the implementers.

Earthquake Monitoring and Evaluation Framework (EMEF) provides a joint approach to monitoring and evaluation of the reconstruction programme.

M&E Wing is advised by a joint ERRA, Government and Donors Committee called 'Monitoring and Evaluation Advisory Committee (MEAC)', headed by the Deputy Chairman ERRA. It also draws directly upon the management and technical support, and advice from the Technical Advisors supported by DFID.

M&E Wing follows the programme logic model that monitors inputs, activities, and processes (staff and resources); outputs (mostly through technical monitoring report at project level); outcomes (completed services, institutions and facilities, and their direct beneficiaries); and impact (households direct and in-direct beneficiaries and affectees) levels.

M&E Wing produces weekly Technical Monitoring Reports (TMRs), the Quarterly Social / Outcome Monitoring Reports, the Six Monthly Impact Assessment Reports, and the Annual Monitoring and Evaluation Report. Most of the M&E reports and recommendations are shared across ERRA, fed into the 'Earthquake Reconstruction Monitor' (ERM), and made available for a larger audience.

2. ERRA HAS COME A LONG WAY

City of Balakot Old ? New ?

Rural Health Centre, Chakothi, AJK Old ? New ?

AIMS, Blood Transfusion Centre, Mzd Old ? New ?

Govt. Primary School Budhiara, AJK Old ? New ?

Govt Middle School Sarban Old ? New ?

A Bridge in Jhelum Valley, AJK Old ? New ?

A Road near Shahelia Mangloor, AJK Old ? New ?

Makri Park, Muzaffarabad, AJK Old ? New ?

Govt Girls High School Chakothi, AJK Old ? New ?

Govt High School Gari Dopatta, AJK Old ? New ?

A Bridge in Jhelum Valley, AJK Old ? New ?

Basic Health Unit, Patika, AJK Old ? New ?

3. ERRA AFFILIATES

3.1 Introduction

The Governments of NWFP and AJK established two departments within their administrative set-ups to work with ERRA within their respective jurisdictions:

? **PERRA in NWFP:** Provincial Earthquake Reconstruction and Rehabilitation Agency

? **SERRA in AJK:** State Earthquake Reconstruction and Rehabilitation Agency

Both these agencies are under the administrative control of their respective Provincial / State Governments with the following mandate:

? To prepare annual work programmes
? To carry out implementation of contracts in coordination with line agencies
? To monitor regional and district programmes and projects
? To act as a Secretariat to Provincial / State Steering Committees, as the case may be.

Both PERRA and SERRA are assisted in each of the affected districts by District Reconstruction Unit. These units are secretariat to the District Reconstruction Advisory Committee (DRAC).

3.2 Composition of Provincial/ State Steering Committees

The Provincial and State Steering Committees have the following members:

Table 3: Composition of PSC

Chief Secretary	Chairman
DG PERRA/SERR A	Secretary
A Rep of Planning Wing of ERRA	Member
Secretary Finance Department	Member
Secretary Line Department	Member
Chief Engineer	Member
DC/ DCO of the District	Member
PM of the Respective DRU	Member

The Steering Committee may co-opt any additional members depending upon need and relevance.

3.2.1 Functions of the State/Provincial Steering Committees

? Approve the Annual Work Plans forwarded by the DRAC and forward the same to ERRA
? Approve R&R projects costing up to PKR 250 million
? Scrutinize and clear all projects costing more than PKR 250 million before their submission to ERRA
? Ensure full cooperation and support from all concerned departments in the planning and implementation of projects
? Assign projects to various implementing agencies and districts after careful assessment of capacity, and where such capacities are not available, decide on alternative means of implementation; and
? Ensure implementation of all reconstruction and rehabilitation projects in accordance with the standards set by ERRA.

3.3 District Reconstruction Advisory Committees (DRACs)

DRACs have the following members:

Table 4: Composition of DRAC in NWFP

District Nazim	Chairman
District Coordination Officer	
Programme Manager DRU	Secretary
Tehsil Nazims concerned	
A rep of Planning Wing of ERRA	Member
EDO Finance and Planning	Member
EDO Works	Member
EDO of the Line Department	Member

Table 5: Composition of DRAC in AJK

Deputy Commissioner	Chairman
Programme Manager DRU	Secretary
A rep of Planning Wing of ERRA	Member
A rep of the State Finance Department	Member
A rep of the State Planning Department	Member
DO of the Line Department	Member
Executive Engineer of the concerned Engineering Dapartment	Member

DRACs may enlist any additional members depending upon need and relevance.

3.3.1 Powers and Functions of DRACs

District Reconstruction Advisory Committees:

? Approve the Annual Work Plans prepared by the DRU and forward the same to PERRA/SERRA

? Approve reconstruction and rehabilitation projects costing below PKR 100 million

? Scrutinize and clear all projects costing more than PKR 100 million before their submission to PERRA/SERRA

? Hold quarterly meetings to review ongoing projects

? Ensure full cooperation and support from all concerned departments in the planning and implementation of projects; and

? Perform any other duties assigned to it by ERRA.

3.4 District Reconstruction Unit (DRU)

District Reconstruction Unit was established in each district affected by the earthquake.

DRU comprises of such members as may be notified by the Government of the NWFP and the Government of AJK.

DRU has the following duties and responsibilities:

? Consolidate Annual Work Plans for R&R activities in the district and submit them for approval

? Act as the secretariat for DRAC

? Coordinate and facilitate planning and execution of all R&R projects in the district

? Monitor execution of each project in the district

? Submit monthly and quarterly reports to PERRA/SERRA

? Disburse funds against the work done under a project

? Any other function assigned to it by ERRA.

3.5 Capacity Building of PERRA and SERRA

The devastating earthquake of October 8, 2005 left behind a trail of death and destruction. Relief operation carried out jointly by Army, Civil Society, International Community and volunteers did a commendable job in reaching out to the injured and the stranded.

The reconstruction and rehabilitation, which is ERRA's mandate, is a comprehensive challenge spread over a long period and requiring specialized skills, management and specialized rules and regulations.

The first task thus facing ERRA was to complete its own capacity to meet the challenge. ERRA is a new experiment in organisation thereby people from different backgrounds, nationalities and experiences join to carry out the multi-dimensional reconstruction and rehabilitation.

In this the United Nations, donor organizations and agencies helped ERRA in finding and financing suitable human resource, technical expertise and logistic arrangements. ERRA originally was conceived as an organisation for strategizing and planning the reconstruction and rehabilitation efforts. Primarily load of project implementation would still be on the shoulders of the Governments of AJK and NWFP. The additional burden of reconstruction initiatives is a challenge for two governments, particularly in a situation where their capacities have been dented by the earthquake.

As the work was varied and involved various Line Departments, it was thought proper to have a coordination mechanism in place. Hence, PERRA and SERRA were established at Peshawar and Muzaffarabad.

PERRA and SERRA more or less replicate ERRA's organisation at provincial and state level. There are people from different backgrounds, some of them, like in ERRA, are funded by the donors and UN organisation.

ERRA, PERRA and SERRA jointly came up with the operational manual defining their relationship interest.

PERRA and SERRA have extension in districts in shape of District Reconstruction Units (DRUs). The DRUs are the primary offices of information and execution of projects at district level.

During the course of rehabilitation and reconstruction through PERRA/SERRA and DRUs, it was felt expedient to develop PERRA/SERRA and DRUs through the Line Departments of Government of NWFP and AJK by contributing two third of their total expenses.

Capacity building projects of PERRA are estimated to cost of PKR 1252 million. Major activities include:

? Procurement of equipment e.g. vehicles, computers and the like

? Establishment of Coordination Units mainly assigned to coordinate amongst Line Departments

? Establishment of Project Implementation Units (PIUs) at district level

? Strengthening and capacity building of Government Line Department and field offices in EQAAs of NWFP

? Project Management Units especially for new Balakot City.

Similarly, capacity building projects of SERRA are estimated to cost PKR 2369 million. Major activities include:

? Strengthening of Health, Power, Transport and Education Sectors of State of AJ&K;

? Strengthening of Pearl Development Authority, Bagh Development Authority and Development Authority of Muzaffarabad

? Establishment of PIUs

? Management Information System

? Purchase/installation of prefabricated office/buildings for SERRA/Government of AJK

? Trainings of officials and

? Establishment of Project Coordination Unit (PCU).

Table 6: Functions of PERRA/SERRA and DRUs

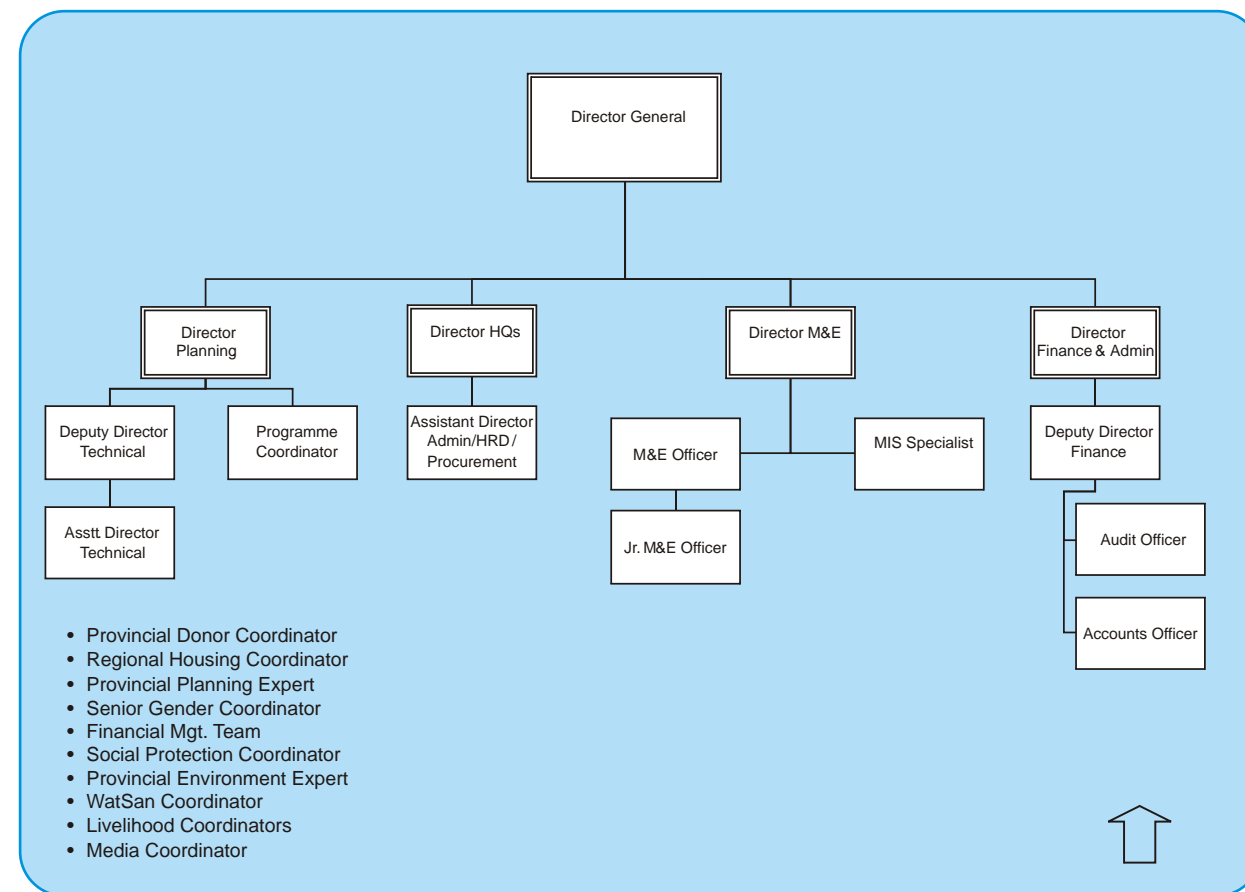|	
PERRA/SERRA	• Provide managerial and institutional capabilities for implementation. • Support steering committee in performance of its functions. • Coordinate and supervise the preparation of district annual work plans. • Examine the plans prepared by the districts in line with ERRA guidelines. • Provide technical and management backstopping to DRUs. • Prepare annual plans and budget for provincial/state level activities. • Ensure prompt submission of annual work plans. • Establish appropriate financial management system. • Establish efficient monitoring and evaluation system. • Generate quarterly and annual progress reports.
DRUs	• Prepare annual work plans and budget for the programme activities in the district. • Contribute to the PERRA/SERRA's preparation of working papers. • Implementation of approved plans. • Establish and efficient monitoring and evaluation system. • Maintain a close liaison with NGOs and civil society organisations

It is an admitted fact that the portfolio is much greater than the resources available resources of implementing Governments and that is retarding pace of reconstruction in the field. ERRA is cognizant of the fact and prepared to upgrade and build the capacity of the implementing Governments, as they have been doing in the past.

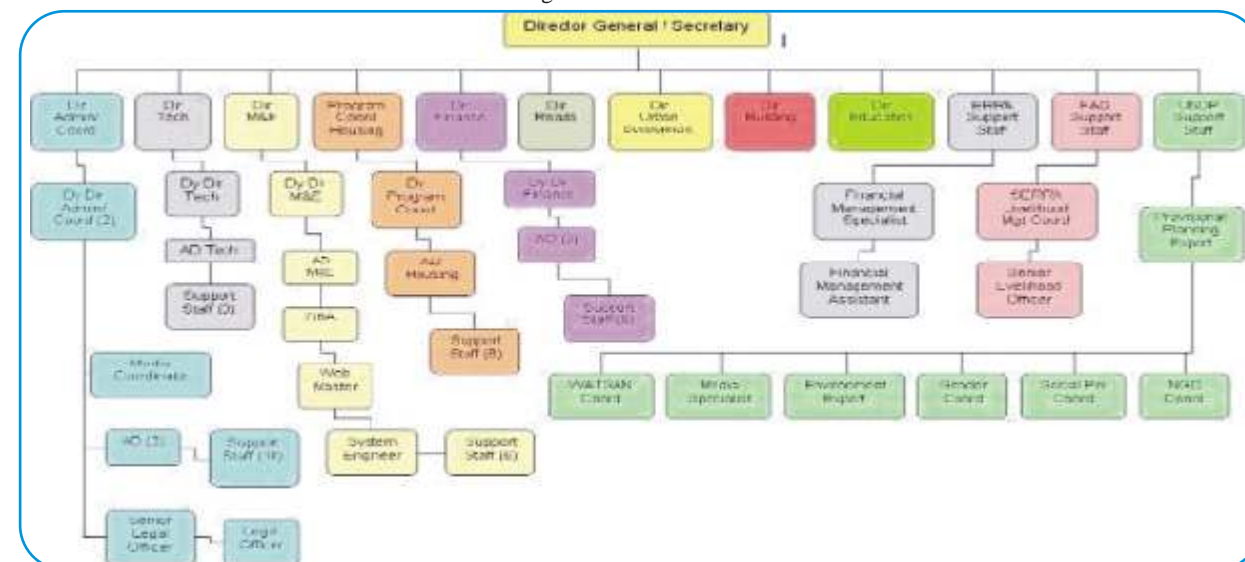### 3.6 Structures of Provincial/State Earthquake Reconstruction and Rehabilitation Authorities (PERRA/SERRA)

Fig 2: PERRA Structure

PERRA

- Provincial Donor Coordinator
- Regional Housing Coordinator
- Provincial Planning Expert
- Senior Gender Coordinator
- Financial Mgt. Team
- Social Protection Coordinator
- Provincial Environment Expert
- WatSan Coordinator
- Livelihood Coordinators
- Media Coordinator

SERRA

Fig 3: SERRA Structure

4.   STEPPING AHEAD

Since its establishment, ERRA has been undertaking a concurrent critique of its strategy and implementation methodology. This has helped ERRA to evolve and improve upon its management processes keeping it in sync with its challenges.

In order to enhance organisational efficiency, ERRA has adopted a multipronged approach which addresses issues related to all the stakeholders including clients, consultants, contractors and the line departments. The new arrangements, primarily related to ERRA have been implemented through executive orders of the Deputy Chairman.

Following are some of the critical measures taken by the present ERRA senior management to expedite the reconstruction activity in the affected areas.

4.1   Revision and Modification in the Organisational Structure

The Management Structure of ERRA has been re-organised to club together the relevant wings/cells for enhanced co-ordination and productivity.

4.2   Consultative Decision Making

A "Core Group" comprising all Director Generals of ERRA and DG(SERRA) and DG(PERRA) has been set up to debate and deliberate upon all important policy decisions. Recommendations of the "Core Group" are put up to the Deputy Chairman/Chairman and subsequently ti ERRA Board for approval.

4.3   Capacity Building of Contractors

ERRA's management is cognizant of the fact that it needs good contractors to complete the R&R work. ERRA has identified different issues in this context and has made efforts to resolve them.

4.3.1   Subletting by Contractors

In remote/inaccessible areas and on smaller projects, contractors indulge in sub-contracting. In order to resolve this issue it has been decided that:

?   Category VI contractors, already registered with the State Government, would not require PEC registration.

?   In remote and inaccessible areas, size of bidding packages has been reduced to allow Category VI contractors to compete directly.

4.3.2   Dearth of Contractors

The sheer volume of work poses a challenge to the capacity of the contractors already working in the EQAAs. ERRA is proactively encouraging large contractors, both nationally and internationally to participate in the bidding process. Similarly, in order to fast track the entire project cycle, companies are being short listed for "design and build" projects.

4.3.3   Technical Capacity Building

Some of the smaller contractors lack the technical capacity to work on the FIDIC based contracts, especially on the cost escalation and time enhancement clauses. ERRA believes that the Employer and the Contractor must be in a "win-win" relationship for work to move smoothly. Accordingly workshops have been held by ERRA to build the technical capacity of the contractors.

4.4   Capacity Building of Provincial and State Line Departments

Provincial and State Line Departments in the field are being strengthened to effectively deal with the increasing workload and implementation issues. As far as the issues of capacity building of PERRA, SERRA and Line Departments are concerned, ERRA is providing all financial and technical assistance for hiring of qualified personnel and material support for sustainable operations.

Provisions are being made for the engagement of human resources as well as training in relevant management and operational fields. This is likely to help in responding to the capacity gap identified by various relevant quarters, both at the Provincial and State Government Level. To date an estimated amount of PKR 3.6 billion has been committed for capacity building of State and Provincial Departments.

4.4.1   Establishment of Engineering Wings

Streamlining and improvement of implementation mechanism is intended to create a win-win situation for all the stakeholders. Since on ground implementation of all schemes is primarily the responsibility of PERRA, SERRA and the line departments, capacity building initiatives will not only ensure the speedy completion of projects in different sectors but will also guarantee sustainability of improved public facilities in the longer run. This would help in enhanced efficiency at all levels

enabling ERRA to meet the completion deadlines.

A process of establishment of Engineering Wings at the PERRA, SERRA level is being introduced in this spirit. It is expected to fast track the building process and deal with various technical issues.

4.5 Capacity Building of NESPAK

NESPAK, being the general consultant for all Government sponsored work, need to have a work force commensurate with huge work portfolio. ERRA has, therefore, adopted a very flexible policy enabling NESPAK to engage and retain qualified people on market based salaries. As a result the number of engineers has increased from 69 to 138, inspectors from 41 to 109 and architects from 10 to 17 in the last two months. This capacity building process is likely to continue in line with the growth in construction activity.

4.6 Non-Conventional Construction for Public Facilities

Conventional brick/block and mortar construction is time consuming and can not be continued during the months of extreme winter. As most of EQAAs are in severe winter-zone, ERRA has been looking for some alternate fast construction technologies, including:

? Sandwich Concrete Insulated Panels

? Light Gauge Cold Formed Galvanized Steel Structure

These technologies have been approved, especially for reconstructing schools. A number of contracts have been awarded based on these fast alternate technologies and it is anticipated that this will help ERRA in abiding by the timeframe it has set for itself for completion of construction of public buildings, especially schools.

4.7 Engagement of Elected Public Representatives

Public Sector Projects always have their associated issues particularly related to availability of land, provision of access to work site and cooperation by the community. Elected representatives of the communities play a key role in addressing all such issues. Realizing the importance of the positive role the elected representatives can play, ERRA has now decided to have direct liaison with the elected representatives at all tiers. The Deputy Chairman now periodically holds meetings with the elected representatives. All the DGs and Programme Managers visiting the areas hold regular meetings with District Nazims and other representatives for the resolution of issues. This approach has helped in

the settlement of a number of minor issues which otherwise were hampering the pace of work at different sites.

4.8 Revised Monitoring and Evaluation Approach

ERRA has introduced a revised institutionalized monitoring and evaluation model, for effective implementation and timely mid course corrections wherever required. This follows the programme logic model covering inputs, activities, processes, outputs, outcomes and impacts.

For monitoring and tracking progress, an elaborate Performance Measurement and Reporting System (PMRS) has been established by the ERRA M&E Wing. Such a system will contribute to knowledge management and provide much-needed feedback for improving strategies and operational mechanism.

The institutionalized M&E framework has proved to be critical for process documentation and capturing lessons learnt. This is pivotal in advancing institutional capacities, promoting new practices in R&R and developing leadership.

4.8.1 Emphasis on Follow-up Actions

In view of the recommendations of the M&E Wing, a comprehensive SOP has been formulated to sensitize various stake holders and IPs for initiating timely response on mid course corrections suggested by M&E Wing.

4.8.2 Standardization of Bids Evaluation Procedures

M&E Wing has formulated comprehensive SOP so as to standardize Bid Evaluation procedures to ensure timely award of work.

4.9 Financial Management Information System (FMIS)

Managing the finances of ERRA and its multiple affiliates has been a complex job. However, ERRA has come a long way in developing effective and efficient mechanism for management of funds at ERRA. The fundamental axioms of ERRA's financial management are effectiveness, responsiveness and accountability. Efforts are made to employ funds as soon as these are received, at the same time ensuring that their utilization is subject to effective oversight.

The technology based Financial Management processes were the most essential requirement for ERRA. There has to be some common platform - a focal point, where

all the financial data can be pooled, electronically processed and made available to the decision makers in an accurate and timely manner. To meet this objective, ERRA came up with Financial Management Information System (FMIS).

All financial transactions are processed on real time basis at different locations and all financial reports are available on-line to the management for decision making purposes. The geographically disbursed system users access FMIS server, which is placed at ERRA, through dedicated DSL lines right from their area of respective operations. The FMIS not only enhance the ability of management to manage ERRA funds but also aid management in forecasting and planning process.

Furthermore, FMIS has certainly augmented the credibility of the financial information that ERRA obligatorily or voluntarily disseminates to various stake holders.

The system has been configured, tested and training has been imparted to various system users. The system has been put in practice recently.

4.10 Enhancement of the Community Investment Fund

The Community Livelihood Rehabilitation Plans (CLRPs) under the livelihood sector identify village level development projects though a participatory planning process. A maximum of PKR 7.5 million is provided to each village for the CLRP projects.

The rules for the formulation and implementation of the Community Livelihood Rehabilitation Plans were approved by the ERRA Board in its meeting on November 14, 2007. Under the rules the Community Investment Funds of the districts get a sum of PKR 2 million as an impressed amount which is disbursed to the CLRPs. The CLRP project approval and the release of money thus do not go beyond district level.

The livelihood project has moved at a pace much greater than anticipated. The amount fixed for the Community Investment Fund i.e. PKR 2 million proved too small for ensuring continuous stream of funds for the CLRPs.

This problem of flow of funds was highlighted by the implementing partners, the FAO, as well as by our livelihood staff in the DRUs. It was, therefore, decided that limit of CIF funds be increased.

The rules have accordingly been amended to increase the ceiling of the Community Investment Fund to PKR 15 million. This amendment shall ensure a smoother flow of funds to the program that has been so well received by the stakeholders.

5. FINANCIAL MANAGEMENT

Financial Management has a pivotal role in sustainability of relief efforts for reconstruction and rehabilitation of earthquake affected areas and communities. In most cases when disaster of such magnitude takes place, it not only requires large financial resources but also to apply these resources in a very short span of time. This demands a delicate balance between efficiency and accountability. During last three years, financial management at ERRA has evolved into a robust and responsive financial management system. It has been a learning curve all the way through which ERRA has been able to develop a financial management system that caters to the need for funds to be employed as soon as these are received besides ensuring that their utilization is subject to effective oversight.

5.1 Challenges

The task is complex as relief efforts are geographically disbursed where various line agencies of respective governments are involved. Therefore, our financial management mechanism must ensure that adequate funds are available and at right place. The effectiveness of the project depends on the response time so it has to be effectively managed. On the same token, the risk of mismanagement of funds, inherent in such projects, has to be kept at acceptably low level. There are various international donors who have provided funds in different forms as Grants and Loans and every disbursement from donor funds has to be tracked down and reported separately right to the base.

5.2 Financial Management Information System (FMIS)

Keeping in view the challenges, ERRA's Finance Department has introduced the off-the-shelf Financial Management Information System (FMIS). FMIS is capable of processing transactions on real time basis at different location and has facility to provide on-line financial reports to the strategic management for decision making purposes. The system has been configured, tested and training has been imparted to various system users.

5.3 Reporting Framework

ERRA has cash basis of accounting and this year's Annual Financial Statements (AFS) are prepared in accordance with "Cash Basis of Accounting-International Public Sector Accounting Standards" (Cash Base of IPSAS). For the financial year 2007-08,

AFS has been prepared and submitted to the statutory auditors. The Auditor Certificate is expected till 31st October, 2008.

5.4 Financial Highlights

During the financial year, ERRA has received PKR 14.97 billion in development account, out of which PKR 5.8 Billion has been provided by multinational/bilateral donors and around PKR 9.10 billion has been received as an annual budgetary grant from Government of Pakistan (GoP). The donor wise un-audited receipt breakup is provided in receipt table.

As given in the pie chart below, the total releases for the year from ERRA to its controlled entities amount to PKR 14.06 billion. In addition to that, ERRA has GoP development non-lapsable account which has opening balance of PKR 2.8 billion, besides having opening balance of PKR 2.4 billion at its controlled entities.

Fig. 4

Total Receipt (2007/08)
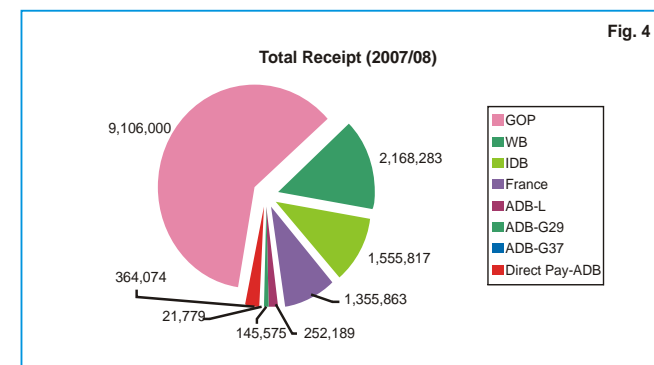
The total consolidated development expenditure for the year 2007-08 comes up to PKR 17.7 billion that primarily includes PKR 12.8 billion on Housing and PKR 2.9 billion on Public Infrastructure. The Sector wise consolidated un-audited expenditure is provided in the following pie chart:
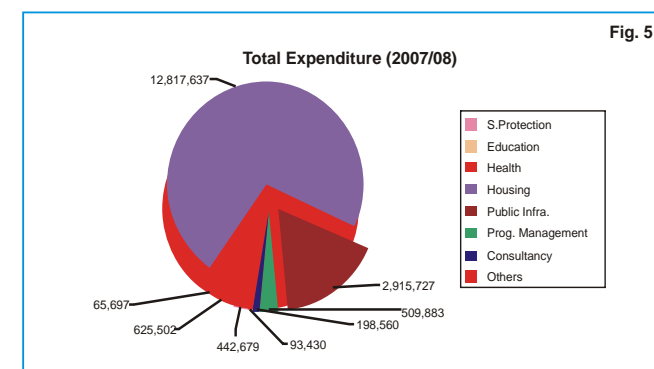

Fig. 5

Total Expenditure (2007/08)

Table 7: Fund flow to ERRA for year 2007-08

Earthquake Reconstruction & Rehabilitation Authority
Consolidated Fund Flow Statement (Source - Wise)

Source	PERRA (PKR '000)	SERRA (PKR '000)	ERRA (PKR '000)	Consolidated (PKR '000)
GOP PLD A/C				
Opening Balance	1,032,328	694,014	2,865,469	4,591,811
Releases	327,718	845,068	-	1,172,786
Total Available	**1,360,046**	**1,539,082**	**2,865,469**	**5,764,597**
Expenditure	(375,599)	(1,358,594)	(204,254)	(1,938,447)
Transfers to PERRA/SERRA			(1,172,786)	(1,172,786)
Closing Balance	**984,447**	**180,488**	**1,488,429**	**2,653,364**
GOP AA A/C				
Opening Balance	-	-	-	-
Releases	4,126,341	3,683,046	9,106,000	16,915,386
Total Available	**4,126,341**	**3,683,046**	**9,106,000**	**16,915,386**
Expenditure	(4,126,341)	(3,683,046)	(1,296,614)	(9,106,000)
Transfers to PERRA/SERRA			(7,809,386)	(7,809,386)
Closing Balance	**-**	**-**	**-**	**-**
World Bank				-
Opening Balance	269,304	215,410	442,440	927,155
Releases	989,598	1,284,623	2,168,283	4,442,504
Total Available	**1,258,902**	**1,500,034**	**2,610,723**	**5,369,659**
Expenditure	(1,238,704)	(1,436,158)	(40,531)	(2,715,393)
Transfers to PERRA/SERRA			(2,274,221)	(2,274,221)
Closing Balance	**20,198**	**63,876**	**295,971**	**380,045**
ADB - G 0029				
Opening Balance		5,668	8,919	14,587
Releases	26,332	55,635	145,575	227,541
Total Available	**26,332**	**61,303**	**154,494**	**242,128**
Expenditure	(25,363)	(47,924)	(51,060)	(124,347)
Transfers to PERRA/SERRA			(81,966)	(81,966)
Closing Balance	**969**	**13,379**	**21,467**	**35,814**
ADB - G 0037				
Opening Balance	-	-	-	-
Releases	-	16,000	21,779	37,779
Total Available	**-**	**16,000**	**21,779**	**37,779**
Expenditure	-	(16,000)	-	16,000
Transfers to PERRA/SERRA	-	-	(16,000)	(16,000)
Closing Balance	**-**	**-**	**5,779**	**5,779**
ADB – Loan				-
Opening Balance	130,445	74,332	284,510	489,287

Earthquake Reconstruction & Rehabilitation Authority
Consolidated Fund Flow Statement (Source -Wise)

Source	PERRA (PKR '000)	SERRA (PKR '000)	ERRA (PKR '000)	Consolidated (PKR '000)
ADB – Loan				-
Opening Balance	130,445	74,332	284,510	489,287
Releases	352,281	140,489	252,189	744,960
Total Available	**482,727**	**214,820**	**536,699**	**1,234,246**
Expenditure	(356,078)	(99,853)	(21,796)	(477,728)
Transfers to PERRA/SERRA			(492,770)	(492,770)
Closing Balance	**126,648**	**114,967**	**22,133**	**263,748**
French (AFD)				
Opening Balance	-	-	191,941	191,941
Releases	581,850	811,600	1,355,863	2,749,313
Total Available	**581,850**	**811,600**	**1,547,805**	**2,941,255**
Expenditure	(581,850)	(801,850)	(0)	(1,383,700)
Transfers to PERRA/SERRA			(1,393,450)	(1,393,450)
Closing Balance		**9,750**	**154,355**	**164,105**
IDB				
Opening Balance	-	-	-	-
Releases	558,400	993,125	1,555,817	3,107,342
Total Available	**558,400**	**993,125**	**1,555,817**	**3,107,342**
Expenditure	(558,400)	(985,025)	-	(1,543,425)
Transfers to PERRA/SERRA			(1,551,525)	(1,551,525)
Closing Balance	**-**	**8,100**	**4,292**	**12,392**