

# *A n n u a l R e v i e w*

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*Marching on Together  
Building Back Better*



## Foreword

### Dear Readers,

The Knowledge Management Cell is pleased to present the Annual Review for the Year 2007 -2008. As always, we have tried to capture all the activities that took place in various sectors and analyze how effective we have been towards bringing positive changes in the lives of the people. In other words, the purpose of this publication is to make our readers cognizant of the yearly progress of ERRA by presenting a clear, concise and up-to-date picture of our performance.

Considering the present climatic changes, the experts are of the view that the number of disasters in the years to come will increase. Therefore, to mitigate the losses in the future, a deliberate effort is being made by the Knowledge Management Cell to systematically study the strategies being employed and challenges being met. Also at every stage, the experts within and outside ERRA, are evaluating these strategies and whenever there is a requirement, mid-course corrections are employed. Feedback from the affectees is also encouraged, for it enhances the process of self-improvement. We feel that a record of all these will definitely prove extremely beneficial for the years to come.

In addition to the regular yearly publications e.g. the Case Studies, District Profiles and the Annual Review, the Knowledge Management Cell is also engaged in building the internal capacity of the organisation by holding workshops and thus these trained participants prove to be valuable human resource for collecting and collating information in the form of Case Studies that have scientific and theoretical value.

This year Knowledge Management Cell focused on research, targeting the Extremely Vulnerable Individuals (EVIs). Individual in-depth interview technique was used to highlight problems faced by EVIs and results will be compiled soon in the form of formal research paper.

Also an in depth comparative analysis of the recent disasters of the world was carried out to understand how the different agencies of the world responded to these disasters. A brief summary of the research is given in Annexure 1.

Knowledge Management Cell has tried maximum to fulfill its defined tasks of documenting experiences and lessons learnt effectively in order to share these with diverse audience at national and international level, contributing to future policy and planning frame work.

*Knowledge Management Cell*

### Annual Review 2007-08

“Marching on Together  
Building Back Better”

### Earthquake Reconstruction and Rehabilitation Authority (ERRA)

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# Message from the PRIME MINISTER Islamic Republic of Pakistan

I am immensely pleased with the scope and quality of the reconstruction and rehabilitation work coordinated by the Earthquake Reconstruction and Rehabilitation Authority (ERRA).

The reconstruction process has generated new opportunities of self-reliance and self-confidence among the people of the affected areas. Affiliation of more than half a million people with the reconstruction work has ushered in a new era of economic activities in the earthquake affected area which is facilitating an improved living standard of the people.

The successes of ERRA in bringing normalcy to the lives in the earthquake affected districts of the North West Frontier Province (NWFP) and Azad Jammu and Kashmir (AJK) eloquently reflects its management capabilities, quality control in terms of monitoring and evaluation, robust performance measurement and a spanking reporting system. This is a testimony of ERRA's organisational strengths and unwavering dedication of its staff.

I feel ERRA's integrated and harmonised development policies and plans for reconstruction of private houses, public buildings, infrastructure; supporting economic and livelihood rehabilitation; training and capacity building of local technical persons and quality assurance of reconstruction and rehabilitation activities, merit due acclaim. I am confident that the entire process is transparent, result-oriented and efficient.

ERRA's success in meeting its targets and generating a higher level of ownership among various stakeholders signifies the close cooperation and partnership amongst all the institutions involved in the reconstruction efforts. These include local communities, public and private sectors, international organisations and the donor agencies, all working together for a common goal of 'Building Back Better'. Achievement of results through combined efforts demonstrates that a gigantic task can only be accomplished when people have conviction and determination to build back better.

I am happy to see the elected representatives of the affected areas being taken on board to facilitate the process of early completion of the reconstruction work. This would ensure their participation as well as continuous support of the facilities being developed.

Pakistan's successful strategy of dealing with the natural calamity of this magnitude and the ERRA's commitment towards the reconstruction and rehabilitation of the earthquake affected areas are being quoted as a text book example world wide. Given the scope of ERRA's efforts, I suggest the experience of the whole exercise must be properly documented and institutionalised for any unforeseen eventuality as well as to improve the



quality of life in under developed areas of the country.

This is to express my confidence that ERRA would be able to meet the balance of the targets in due course of time. To facilitate reconstruction and rehabilitation process, I have already given a commitment to the affectees during my visits to the affected areas and assured Government's support in this regard. The Government would extend all possible support to create an enabling environment whereby all the reconstruction and rehabilitation efforts will be optimised, and as a result people of the affected areas will live a better life.

Please accept my heartiest congratulations from the Government of Pakistan and myself on all the high quality work and achievements. I look forward to further improvement and strengthening of the reconstruction and rehabilitation process.

*Syed Yousuf Raza Gillani*



# Message from the CHAIRMAN ERRA

Three years after the devastating earthquake of October 2005, we are solemn and mournful for the losses of thousands, but we are also hopeful for the future and proud of our unimpeded efforts. Our reconstruction and rehabilitation efforts have resulted in numerous positive outcomes and have restored normalcy to the region in a relatively short period of three years; faster than disaster management efforts of even advanced countries.

As we proceed with our mandate to Build Back Better, certain changes and mid-term corrections are an expected side-effect of growth and maturity and help to improve our strategy and the impact of our efforts.

We launched a new program of Interns and Volunteers this year which proved to be highly successful. The program's goal was not just to help the less fortunate but also to get the youth involved in the rehabilitation process and inculcate the values and spirit of service in the young generation. The interns worked in different sectors of ERRA and were taken on field visits where they had face to face encounters with the affectees.

Housing is our flagship programme and recognized as great success at international level. We disbursed PKR 60.77 billion among 583,991 beneficiaries and 409,613 houses were constructed. A majority of affectees have already made the transition from the temporary housing to permanent homes. ERRA's diligent efforts have brought about a dramatic change from eighty seven percent mud homes to hundred percent earthquake-resistant housing in the region. The master plans of four major towns i.e. Muzaffarabad, Balakot, Bagh and Rawalakot have been approved and are at varying stages of implementation. In particular, Balakot is being built afresh. The layout of the city has been completed and very soon we will be distributing plots for construction to the affectees.

In the aftermath of the earthquake many people lost their means of livelihood. Furthermore, because many families were left without a male breadwinner the Livelihood Support Cash Grant Program stepped in to provide sustenance. In its first year (2005-06), 268,000 families benefitted. For the current year, 385 Livelihood Rehabilitation Projects have been approved.

The Health Sector was the worst affected, therefore, we have worked hard to build new hospitals to provide the level of health services comparable to larger metropolitan areas. In addition to numerous hospitals that have been built or are under construction, there are almost 200 transitional health facilities available on the ground.

ERRA understands the importance of education and is moving ahead with the construction of schools at a rapid pace. The upcoming schools have a much larger range of facilities available to students, including libraries, laboratories, computer labs and more. In addition, with the assistance of sponsors and donors ERRA is conducting Teacher's Training Programmes which will help improve the standards of teaching across the board.



The introduction of Rain Water Harvesting in the hilly areas is a land mark achievement of the WatSan Sector. This programme will save both time and money in the long-term and its benefits cannot be underestimated. This enables women and children to pursue other more enriching activities and jobs rather than spending time and energy on collecting water.

The various projects of roads, power and telecommunication sectors are nearing completion and ERRA is doing everything within its scope to facilitate the concerned agencies.

Themes of gender, environment, and disaster risk reduction have been mainstreamed across ERRA programmes through consultation with the stakeholders. This year the Social Protection Department conducted the TVS-Targeted Vulnerability Survey which will allow the organization to determine which areas and groups are most vulnerable and make interventions tailored to specific needs. In addition, social welfare complexes have been established to provide wholesome solutions to affectees with special needs as well as help in the rehabilitation of the vulnerable groups and individuals. In the environment sector, saplings are being distributed and steps are being taken to control land slides through increased plantation.

The resilience of the affected people, the resolve of the government of Pakistan, and the support of donor agencies, are the three key factors enabling ERRA to fulfill the dream of Build Back Better and convert adversity into opportunity.

*Altaf Muhammad Saleem*

# Message from the PRIME MINISTER Azad Jammu & Kashmir

The earthquake of October 8, 2005 has carved a lasting impression on the memories of people around the world. This natural calamity was so severe and devastating that it damaged the whole infrastructure and destroyed the seat of the Government of Azad Jammu and Kashmir. This anomalous tragedy virtually paralyzed Government functionaries and ruined life in the earthquake hit area of AJK. At the same time, it resulted in a prompt and unprecedented response from every segment of the society and International Community. It is in fact due to the tremendous support from the Government of Pakistan, Local, National and International Community that enabled us to cope with unusual challenges since the occurrence of this catastrophe.

We are thankful to Almighty Allah who enabled us bear this huge loss with patience and courage. It is essential to honour and extend our heartiest thanks to the Humanitarian Community including UN agencies, bilateral and multilateral donor agencies, NGOs/ INGOs and in particular people and Government of Pakistan together with Pakistan Army for their unprecedented help to deal with the colossal human and physical destruction. Timely support not only contributed towards restoring normalcy in relief and recovery phase, it also provided a solid base for the next phase of reconstruction and rehabilitation.

I am indebted to the people of Pakistan for joining hands with their Kashmiri brethren in helping us conclude the relief and recovery phase so well that it got global recognition and appreciation. It has been acknowledged as the biggest and the most difficult yet a highly successful operation in the world.

The reconstruction and rehabilitation of the affected areas was no less than a mighty challenge for the Governments of AJK and Pakistan. Three years on, when we remember the tremendous devastation, hundreds of thousands of all those whose lives have been changed forever whether through injury, trauma, or the devastation it has caused, still need our support. No doubt tremendous work has been done to rehabilitate the affected population and hundreds of thousands of vulnerable people have been assisted through Livelihood Cash Grant Programme.

The rehabilitation of affected people and reconstruction of services and Public Sector Infrastructure have been the top priorities of the Government of AJK. Muzaffarabad City Development Project (with Chinese assistance) is entering into the implementation stage. Bagh City Development Project (BCDP) has also been approved. Master plan for Rawalakot is being finalized. District Headquarters Complex Muzaffarabad is ready while physical work on District Headquarters



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Complex in Bagh and Rawalakot would start soon. Reconstruction and rehabilitation of Telecommunication Infrastructure for earthquake affected areas costing PKR 630 million was approved against which major affected exchanges at Garhi Dopatta, Chikar, Hattian, Chinari and Chakothi have been repaired; while four new exchanges at Athmuqam, Dhani, Jura and Leepa have been completed. Under the Social Protection Strategy, Phase-1 of Rural Landless Programme has been completed, project for medical rehabilitation of the persons with disabilities has been launched, Legal Aid Centres have been established and Social Welfare Complex including Women Development Centre is near completion at Muzaffarabad.

Telecommunication Services are restored and are far better as compared to what we had three years ago. Work on CMH Muzaffarabad and CMH Rawalakot has started. The most important development is planning the provision of natural gas facility to Muzaffarabad, Bagh and Rawalakot. In addition to the reconstruction of pre-earthquake existing facilities, strategic integration and up-gradation of health and education facilities have been introduced with a view to provide effective and efficient facilities to the people, that meet their present and future needs. The above mentioned steps will certainly have a positive and qualitative impact that would improve the socio-economic conditions of the people of AJK.

In the end, I once again extend my thanks to the people of Pakistan, Pak Army, International and Humanitarian Community for their marvelous and timely support that enabled us recover and stand on our feet quickly in the post earthquake period. My thanks and appreciation are also due to the teams of ERRA, SERRA and all the concerned departments of the Government of AJK as they are doing tremendous job and proceeding with a comprehensive, integrated and holistic approach for '**Building Back Better**'. The commendable services of Chairman and former Deputy Chairman ERRA need special endorsement. Without their untiring efforts and strong commitment, the success to the targeted point might not have been possible. The present Deputy Chairman is also doing an equally great job.

Let us show our commitment to convert this '**Adversity**' into an '**Opportunity**' by working collectively and consistently to ensure provision of quality services to the affected population.

May Allah bless you all,

*Sardar Attique Ahmed Khan*



# Message from the CHIEF MINISTER NWFP

It is indeed a matter of immense pleasure to extend my appreciation and thanks to the People of Pakistan, Donor Agencies, NGOs/INGOs and International Community for their assistance to the victims of the devastating October 8, 2005 earthquake in the northern part of NWFP. Chairman and Deputy Chairman ERRA with their dedicated team deserve acknowledgement for the tremendous role they played for the affectees of our Province. Credit must also go to the philanthropists at home and those around the world, who rushed to the aid of the people of the affected areas, played their timely role in relieving pains of the affectees and helped to bring their life back to normal.

After the initial relief phase, the equally difficult phase is that of reconstruction and rehabilitation, which requires intensive resource mobilization and gigantic administrative, technical and coordination efforts. Giving the best value for money, completing our affected districts' infrastructures with fast pace and rehabilitating the people on war footing, have been priorities for PERRA and ERRA. It may focus on providing assistance to every affectee for individual's economic development by giving boost to Livelihood and Agro Forestry.

The NWFP Government undertakes implementation support in the reconstruction and rehabilitation through its Line Departments and utilizes its bigger share from limited resources for our brothers, sisters and children. The NWFP Government established separate agency PERRA to put life back on track. PERRA has played a pivotal role and as lead agency in NWFP, deserves appreciation for the coordinated effort in the reconstruction and rehabilitation process. Our Government is fully committed to ensure revival of not only persons but has also opened new avenues of livelihood for our brothers and sisters and would continue providing them full support.

I appreciate the efforts of ERRA for producing this quality Annual Review. It will help the Government and other agencies involved in the reconstruction and rehabilitation to take stock of the scale of destruction and review the direction and progress on various projects and hence better streamline and expedite the whole process.

However, the challenges emanating from the devastating earthquake remain and the poor masses look up to ERRA to fill this void, I am sure that with its charismatic leadership and tireless team, ERRA will



rise to the expectations of earthquake's orphans, widows, homeless and persons with disabilities. I hope and pray that ERRA continues its good work with same devotion and commitment and carves its Journey of Success on the pages of history.

I conclude with the expectation that your valuable cooperation will continue.

*Ameer Haider Khan Hoti*

# Message from the CHAIRMAN Deputy M A N E R R A

ERRA's theme of '**Build Back Better**' reflected quite dominantly during my visits to the affected areas since my appointment as the Deputy Chairman. Earthquake resistant and good quality houses, modern education and health facilities, public infrastructure and better means of livelihood, all are indicative of progress and development.

More importantly, the interventions that were implemented as a result of ERRA and its partner organisations brought about a quality change in the lives of the people who had been left devastated by the earthquake. The interventions aimed at handling vital needs of the affected population by addressing immediate needs including livelihood and timely reconstruction of houses, activation of health facilities and restoration and reconstruction of water and sanitation facilities, minimized threats to human health.

The hope that was seen resulting from these interventions motivated the individual as well as the community members to participate thereby contributing to success at a mega scale, together with the affectees and the partners rendering success of such a large scale.

The journey so far has been arduous but fruitful. Like any other learning organisation, we have encountered challenges, but more importantly we learnt from them and revised our mid-course strategies. ERRA thus adopted a multi-pronged approach addressing issues related to all stakeholders including clients, consultants, contractors and line departments.

To enhance the productivity and coordination among the stakeholders; ERRA's Organisational Structure has been modified by clubbing relevant wings/cells together, decentralizing decision making and finally liaising with the elected Public Representatives of the affected areas is being encouraged to improve the visibility of ERRA's efforts in the respective areas.

Capacity Building at all levels (Provincial/ State Departments, Contractors and NESPAK) is being undertaken. At the same time, dedicated engineering wings are being established at PERRA and SERRA level to deal with various technical issues to supplement the field staff and accelerate the pace of reconstruction and rehabilitation work.

To complete the full cycle, we see the documentation of this review coupled with the revised management arrangements to support the strategic direction, policy making, planning, and implementation of the reconstruction and rehabilitation efforts. Simultaneously, building on the recommendations of the Monitoring and Evaluation Report 2007, we want to introduce the performance measurement and reporting system, as



designed by the ERRA Monitoring and Evaluation Wing to internalise the proper monitoring and evaluation at all levels of planning and implementation across ERRA.

All that ERRA has achieved to date has been made possible because of the technical and financial assistance provided by the partner organisations. The devotion and magnanimity they exhibited throughout the relief/rescue operation and also during the reconstruction and rehabilitation phase, has been appreciated world over. We hope that they will continue to support us and help us to achieve our goals. It would be amiss on my part if I do not acknowledge and appreciate the outstanding performance and phenomenal support of the Army in our relief, rehabilitation and reconstruction efforts which enabled ERRA achieve its goals and objectives.

The launch of this report is one of the critical steps in this process as it demonstrates our capability and commitment to self analyses and self improvement. To conclude, for ERRA the third Annual Review 2007-2008 acts as a reference document on our efforts and processes. It presents a comprehensive overview of the progress, the enabling environment that made the progress possible, and the restraining factors, which hampered the delivery of the expected results. With the help of the revised management mechanisms, we are aiming to foster an enabling environment which will help ERRA achieve its goal of '**Build Back Better**', and curtailing the challenges to minimize delays and ensure better quality.

*Lieutenant General Sajjad Akram, HI(M)*