

## External Review Report

### **SDC- HA Rural Private Housing Reconstruction Program Pakistan**

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From March 2006 to May 2008



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# Table of Contents

1 Abbreviations.....	3
Executive Summary.....	4
2 Background and Context .....	5
2.1.1 Earthquake in Northern Pakistan, October 2005 .....	5
2.1.2 SDC-HA activities in the earthquake affected area.....	5
3 The ERRA Rural Housing Reconstruction Programme (RHRP) in the EQ Area.....	6
3.1 ERRA – The Earthquake Reconstruction and Rehabilitation Authority .....	6
3.1.1 Role of ERRA .....	6
3.2 The Programme Setup.....	7
3.2.1 Programme matrix and timeline.....	7
3.3 The ERRA Strategy on Rural Private Housing Reconstruction .....	7
3.3.1 Identification and classification of houses.....	8
3.3.2 Disbursement .....	8
3.4 Stakeholders and roles under ERRA umbrella .....	8
3.4.1 Pakistan Army .....	8
3.4.2 UN-HABITAT .....	8
3.4.3 DRU - District Reconstruction Unit .....	9
3.4.4 IP – Implementing Partners. District-based HRCs .....	9
3.4.5 PO - Partner Organizations .....	9
3.4.6 VRC – Village Reconstruction Committees .....	10
4 SDC-HA as an Implementing Partner in ERRA .....	10
4.1 Role of SDC-HA as defined in the MoU with ERRA .....	10
4.2 Contribution of SDC-HA to the RHRP .....	10
4.3 The target area .....	11
4.4 Chart of actors and designated roles .....	12
4.5 Collaboration with stakeholders during implementation.....	12
4.5.1 ERRA.....	12
4.5.2 Army Inspection Teams (AI teams) .....	12
4.5.3 Partner Organizations .....	13
4.5.4 Implementing partner, UN-HABITAT .....	13
4.6 Project implementation.....	13
4.6.1 Developing of reconstruction standards and building methods.....	13
4.6.2 Training and awareness activities .....	13
4.6.3 Social mobilization and gender equity .....	14
4.6.4 Monitoring .....	14
5 Programme outcome and output.....	15
5.1 Reconstruction Progress at field level .....	15
5.2 SDC-HA Achievements in set-up and management of HRCs .....	17
5.3 SDC-HA achievements as Partner Organization at field level .....	18
5.4 Assessment at UC level.....	19
5.5 Validation/verification based on the RLP program log frame .....	20
6 Comments and findings .....	21
6.1 Comments and findings concerning stakeholders .....	21

6.2 Comments and findings concerning policy and strategy .....	22
6.3 Comments and findings concerning SDC-H project implementation.....	23
7 Lessons Learned and Recommendations .....	24
8 Annexes .....	25

## 1 Abbreviations

ADB	Asian Development Bank
AI teams	Assessment Inspection Teams (Army)
AJK	Azad Jammu Kashmir
BHU	Basic Health Unit
BRC	Belgian Red Cross
CBO	Community based Organization
CD	Completely destroyed house
DCO	District Coordination Officer
DHC	District Housing Coordinator
DRU	District Reconstruction Unit
EQ	Earthquake
ERRA	Earthquake Reconstruction & Rehabilitation Authority
FRC	French Red Cross
GTZ	Deutsche Gesellschaft für technische Zusammenarbeit
GOP	Government of Pakistan
HRC	Housing Reconstruction Centre
INGO	International Non-Governmental Organization
IP(s)	Institutional Partner(s)
MER	Monitoring Evaluation Reporting
MT	Mobile Teams
NADRA	National Data Base Registration Authority
NESPAK	National Engineering Services of Pakistan
NGO	Non-governmental Organization
NSET	Nepal Society for Earthquake Technology
NWFP	North West Frontier Province
PERRA	Provincial Earthquake Reconstruction & Rehabilitation Authority
PKR	Pakistani Rupees      60 PKR = 1 CHF (April 2008)
PO	Partner Organization
PPAF	Pakistan Poverty Alleviation Fund
RHRP	Rural Housing Reconstruction Programme
RLP	Reconstruction and Livelihood Programme (SDC-HA)
SDC	Swiss Agency for Development and Cooperation
SDC-HA	Swiss Agency for Development and Cooperation- Humanitarian Aid Department
SERRA	State Earthquake Reconstruction & Rehabilitation Authority
SM	Social Mobilizer
TMIS	Training Management Information System
ToT	Training of Trainers
WB	World Bank
UC	Union Council
VRC	Village Reconstruction Committee

## Executive Summary

Following the earthquake of October 8<sup>th</sup>, 2005 in Northern Pakistan that affected over 3 million people, the Government of Pakistan embarked on an ambitious Rural Private Housing Reconstruction Programme (RHRP). This programme targeting the rural private households is based on an “owner driven” approach whereby beneficiaries receive a financial grant to rebuild or repair their house. The grant is restricted to beneficiaries following approved “Build Back Better” construction designs. A total of 460'000 houses were destroyed and 120'000 partially damaged.

The data available in May 2008 indicates that 225'000 houses have been completely rebuilt according to approved earthquake-resistant standards and 160'000 were under construction most of these being expected to be completed by end of summer 2008.

The project core budget of USD 1'200 millions is provided by multilateral and bilateral loans and by the Government of Pakistan. As of May 2008 USD 920 millions have been disbursed, each beneficiary receiving approximately USD 3'000 in four successive instalments. The programme is managed and coordinated by a dedicated governmental body, the Pakistan Earthquake Reconstruction and Rehabilitation Authority (ERRA).

The adopted policy is aimed at “Building Back Better” by training thousands of self-builders, artisans and village leaders in earthquake resistant building techniques and monitoring the progress of each construction. In order to increase community awareness and participation at field level, the policy included the constitution of Village Reconstruction Committees (VRCs).

To achieve the set goal, all operational stakeholders, including the Pakistan Army, UN-HABITAT and INGO/NGO were regrouped under a coordinated umbrella led by ERRA. From the beginning SDC-HA has been one of the leading implementing partner integrated in this coordinated endeavour.

The project under review, “SDC-HA Rural Private Housing Reconstruction Programme Pakistan” is fully integrated under ERRA's umbrella with a budget of approximately CHF 2,5 millions. It started formally in April 2006 as a continuation and in parallel with SDC-HA's other interventions in the disaster-struck area. It is scheduled to end by June 2008.

The project includes the following components:

### Housing Reconstruction Centers (HRCs)

Establishment and operation of two HRCs, one in each of the most affected Districts in NWFP (Balakot and Battagram). The HRCs provided training on construction techniques, coordinated Partner Organizations at District level and disseminated information to beneficiaries and stakeholders. This includes the development of construction “how-to” manuals, posters and booklets adapted to a mostly illiterate population.

### Field Partner Organisation

SDC-HA took the responsibility of covering two Union Councils (Shamlai and Mohandri) with initiating community awareness and participation through constitution of VRCs, door-to-door assistance and training of various levels and skills in synergy with SDC-HA livelihood project.

As the project is coming to an end some key statements can be made about it:

- the qualitative impact of the training and services provided through the HRCs is deemed outstanding by independent stakeholders, this included teaching more than 5'000 trainees;
- the quantitative achievements in terms of compliant houses completed is within the regional average;
- the qualitative and quantitative achievements in terms of community awareness and participation through the creation of VRCs in two UCs are outstanding and lead the way to sustainable development beyond the present reconstruction phase;
- SDC-HA and its staff are respected within the ERRA umbrella and by the local population and were in a position to impact the policy at top level;
- in terms of visibility, the level of recognition of “Switzerland aid” is high amongst all the beneficiaries as well as amongst all the stakeholders of the “Build Back Better” endeavor.

This report describes the process and the role of the various actors engaged in the Rural Housing Programme. It evaluates the achievements of SDC-HA Rural Private Housing Reconstruction Programme and provides remarks and recommendations, including analysis and input from an external evaluation mission undertaken early June 2008.

## 2 Background and Context

### 2.1.1 Earthquake in Northern Pakistan, October 2005

On October 8<sup>th</sup> 2005 a devastating earthquake with the magnitude of 7.6 hit Northern Pakistan.



#### Impact of the earthquake:

- 88'000 death, over 100'000 injured
- 3'500'000 people lost their homes, most of the affected poor families living in scattered settlements in high altitude over 1'200 meter.
- An assessment undertaken by the Army revealed that over 450'000 houses have been completely destroyed and over 4'000 schools and 400 Basic Health Units needed to be reconstructed.
- Other infrastructure (roads, water supplies, electricity, etc.) was substantially affected.

According to the joint assessment by the Asian Development Bank (ADB) and the World Bank executed in November 2005, in AJK about 84 percent of the total houses were damaged or destroyed, while in NWFP 36 percent of the total houses were damaged or destroyed. Ninety percent of the destroyed or damaged houses were found in rural areas.

Before the earthquake practically none of the private houses in the affected areas had seismic resistant design.

### 2.1.2 SDC-HA activities in the earthquake affected area

Geographically, these projects were or are still located in NWFP, targeting especially the Districts of Battagram and Balakot which were amongst the worst-affected. SDC-HA was involved with projects implemented first during the emergency phase and extending into the reconstruction phase.

#### Emergency response:

October 2005 to January 2006 Total Budget 10 Mio CHF

During the Emergency Phase SDC-HA implemented a winterization programme through direct implementation thus supporting over 15'000 families (distribution of food and non-food items, in a later stage shelter material). In addition funding was provided to multilateral organisations.

### **The 3 action lines of the Reconstruction and Livelihood Programme (RLP):**

#### **1) Livelihood activities**

March 2006 to May 2008. Total Budget CHF 1,8 M

Following the emergency phase SDC-HA initiated a livelihood program to restore and improve the living condition of the population. The output was seed and livestock distribution, income generating activities, the restoration of productive assets (e.g. flour mills) and infrastructure improvements (water supplies, irrigation, road access, etc.)

#### **2) Reconstruction of infrastructure facilities in the Education and Health Sector**

April 2006, ongoing. Total Budget CHF 5,5 M

Restoring the Education and Health Sector in the EQ area of Battagram and Mansehra District through the construction of permanent School and Basic Health Units infrastructures.

#### **3) Rural Housing Reconstruction Programme (RHRP)**

April 2006 to June 2008 .Total Budget CHF 2 M.

The objective is to contribute to the rural private housing reconstruction process in a an Owner Driven approach. SDC-HA's input includes the development of reconstruction standards, imparting of training, create public awareness and provide door to door assistance in a specified geographical area.

**It is this third action line that is reviewed in this report.**

## **3 The ERRA Rural Housing Reconstruction Programme (RHRP) in the EQ Area**

### **3.1 ERRA – The Earthquake Reconstruction and Rehabilitation Authority**

The Earthquake Reconstruction and Rehabilitation Authority has been established and mandated by the Government as the planning and coordinating agency for the reconstruction and rehabilitation process of the EQ areas in AJK and NWFP.

PERRA the Provincial Earthquake Reconstruction Agency together with SERA in AJK are acting as the provincial secretariat on behalf of ERRA.

NESPAK, a semi-state owned Engineering Consultancy firm is mandated to provide engineering support to ERRA and is in charge for all technical reconstruction approval issues.

#### **3.1.1 Role of ERRA**

ERRA is leading and managing the Rural Housing Reconstruction Programme, funded through loans provided by donors. Its task is to:

- Approve and declare the standard structural and architectural design solutions.
- Approve construction guidelines considering locally adapted building methods.
- Review training curricula in earthquake resistant building techniques.
- Be responsible for the eligibility assessment surveys and monitor the disbursement of financial grants to the house owners.
- Monitor the entire administrative process.
- Collect and maintain statistical data and publish progress reports.

### **3.2 The Programme Setup**

### 3.2.1 Programme matrix and timeline

SDC-HA contributes to the program elements marked red (these activities are described in section 3)

	ERRA	PERRA	AI teams	IP - HRC	PO - FO	VRC - Community	Self builder	October 2005	March 2006	June 2006	January 2007	March 2008
Strategy								Strategy				
Identification and classification of houses									Damage, Eligibility Survey			
									Resolving Eligibility issues			
									MoU with self builder			
Developing and imparting reconstruction standards									Development of standards and guidelines			
									Skills and compliance training			
Disbursements								1st 25'000 PKR		2nd 75'000 PKR	3rd 25'000 PKR	4th 50'000 PKR
Reconstruction									Owner driven reconstruction			
Inspection of compliance									Inspection and compliance			
Monitoring												Monitoring and Evaluation

### 3.3 The ERRA Strategy on Rural Private Housing Reconstruction

#### Vision

The core vision formulated by ERRA's reconstruction strategy is to “**Build Back Better**”. This maxim has been formulated in the core sense of its meaning and is a striking definition guiding all reconstruction efforts.

#### Objective

Pakistan, in a joint effort with Donors provides financial and technical assistance to EQ-affected house owners in AJK and NWFP, in reconstructing or retrofitting their damaged houses by applying an “**owner driven**” approach.

#### Policy Principles :

- Ensuring Owner Driven Housing Reconstruction: House owners are in charge of rebuilding their own homes. The issue of tenant/landlord relation is being addressed.
- Establish building standards and designs for private houses that are structurally earthquake resistant and technically appropriate taking local conditions in consideration.
- Provide assistance and inspect the reconstruction and retrofitting works.
- Guarantee uniform assistance packages across all programs and funding sources and maximize outreach through optimized designs and implementation mechanisms.
- Carry out judicious use of grants; reduce and manage conflicts and grievances; avoid socio-economic distortions, inequities and disparities.

#### Financial Frame

Total budget of ERRA's funding for the Rural Housing Reconstruction Programme is **US\$ 1'170 million** the follow funding agencies are involved:

World Bank:	US\$ 210 millions (loan)
ADB:	US\$ 400 millions (loan)
AFD (French Development):	US\$ 45 millions (loan)
IDB (Islamic Development Bank):	US\$ 203 millions (loan)
Government of Pakistan	US\$ 300 millions
<b>Total</b>	<b>US\$ 1'170 millions</b>

#### 3.3.1 Identification and classification of houses

A house-to-house assessment of damage and destruction was carried out by the Army. Based on this assessment 460'000 house owners signed a MoU to start the reconstruction of their houses thus

qualifying as cash grant beneficiary.

Different eligibility issues required policy guidelines from ERRA, such as :

- Inaccurate initial list of damaged houses
- Lost property ownership records
- Damaged house located in a hazardous location
- Eligibility in case of joint ownership and owner/tenant issues
- Land disputes

### 3.3.2 Disbursement

A precondition for the entire process of money transfer was the establishment of a banking system reaching the remotest village in NWFP.

The instalments released to the house owners are the following

- |                |  |
|----------------|--|
| 1st 25'000 PKR | initial payment in order to cover the most urgent needs to all families (rather than house owners)   |
| 2nd 75'000 PKR | after signing the MoU declaring the house owner entitled to participate in the process of reconstruction for a compliant house according to ERRA standards |
| 3rd 25'000 PKR | after successful reconstruction of the house up to plinth level  |
| 4th 50'000 PKR | after successful completion of the house up to lintel level.   |

## 3.4 Stakeholders and roles under ERRA umbrella

### 3.4.1 Pakistan Army

The Army carries out the house-to-house assessment of progress at site (Assessment and Inspection Teams = AI teams). They identify the houses that are safe for re-occupation and constructed according to the ERRA guidelines for seismic resistant reconstruction and approve it in the presence of village representatives. A series of specific formats were developed and translated into Urdu.

The AI teams are the front line of declaring and approving technical compliance, communicating the standards for earthquake resistant reconstruction, as well as controlling the incentives and sanctions to ensure their implementation.

The AI teams are under the command of the Pakistani Army who carries out these functions on behalf of ERRA.

#### Role of AI Teams

- Initial identification and classification of houses.
- Damage assessment after receiving training from the HRC.
- AI teams sign the MOU with the beneficiary who is eligible for the cash grant.
- Certify compliance with seismic-resistant standards at each stage for release of the next instalment.
- Establish and maintain database about reconstruction progress.

### 3.4.2 UN-HABITAT

UN-HABITAT, apart from SDC-HA is the other key IP of ERRA. UN-HABITAT is playing a lead role in the programme implementation. Though they mainly concentrate on AJK, they have by far the highest budget of all international actors involved in the programme. As a matter of fact, they have been leading the entire programme in terms of developing the strategies, implementing policies and advising ERRA in its role. The construction standards, manuals and guidelines are developed jointly with SDC-HA teams, while NSET provided some of its expertise in an early stage.

### 3.4.3 DRU - District Reconstruction Unit

The DRU is the leading office specially established on District level for the coordination of all reconstruction activities and the implementation of the housing reconstruction programme in particular:

- reconstruction needs identifications
- annual planning and coordination



- financial management and monitoring

#### **Role of DRU**

- Act as the principal coordinator among relevant District level departments on all matters related to reconstruction of housing, and especially on the implementation of earthquake resistant construction standards
- Supervise the work of the POs mandated by ERRA
- Provide ongoing advice and advocacy on all housing related issues and on the implementation of the ERRA housing policy to the DCO/DCs.
- Provide regular reports on progress regarding housing reconstruction and related training activities; maintain District data base on housing reconstruction.
- Monitor the implementation of the ERRA housing policy, including the disbursement of compensation payments.
- Chair the District level coordination meetings among all stakeholders on housing reconstruction.

#### **3.4.4 IP – Implementing Partners. District-based HRCs**

At institutional level the IPs were participating in the development of construction standards. At District/Thesil level the IPs are operating the Housing Reconstruction Centers (HRC). SDC-HA together with UNHABITAT is sharing the responsibility for 11 HRCs established across the affected areas.

The HRCs are providing training and technical assistance and capacity building related to housing reconstruction to POs, the local authorities and the public in general.

##### Role of the Housing Reconstruction Centre

- Coordination of POs activities in the assigned area
- Capacity building of local authorities
- Focal point for technical reference and public awareness
- Providing technical and social training to POs, local authorities and AI teams
- Promote earthquake resistant building techniques through training of Master Trainers and dissemination of handouts
- Quality control and monitoring of training delivered by POs
- data collection and forwarding to ERRA

#### **3.4.5 PO - Partner Organizations**

At UC level Partner Organizations, mainly INGO/NGOs are supporting the implementation of the owner driven housing reconstruction program by building up and operating field offices and training capacity for a door-to-door approach. A minimum “standard” setup was agreed.

##### Role of Partner Organisations

- Provide guidance to affected communities in implementing the owner driven housing reconstruction program
- Oversee reconstruction/restoration activities to assure quality and EQ resistant construction
- Capacity-building of local authorities and village communities
- Assist and accompany AI teams in assessment, training and inspection
- Train artisans, self builders and community members at UC level
- Certify trainees
- Monitor training adequacy
- Provide technical assistance during construction and provide feedback
- TMIS data collection and transmission to the HRC

#### **3.4.6 VRC – Village Reconstruction Committees**

Where village development councils exist, the influence of these institutions is channeled to support compliance. These committees are encouraged to form a sub-committee (VRC) on reconstruction monitoring. Their role is to guide and monitor the overall housing reconstruction programme, support compliance efforts and regularly report on progress to the wider community.

##### Role of Community Housing Reconstruction Committees:

- To play a central role in housing reconstruction ensuring that local traditions and social needs are

- taken into consideration
- ensure that vulnerable groups such as women-headed households, the elderly and widows are able to access reconstruction benefits

## 4 SDC-HA as an Implementing Partner in ERRA

### 4.1 Role of SDC-HA as defined in the MoU with ERRA

SDC-HA Rural Private Housing Reconstruction Programme was officially integrated in ERRA operations. The MoU between SDC-HA and ERRA stipulates:

*“SDC shall act as institutional partner of ERRA for the implementation of the Private Rural Housing Reconstruction Programme as defined by ERRA’s Private Rural Housing Strategy.”*

It further outlines that:

*“SDC’s contribution to the programme implementation extends over a period of 2 1/2 years from April 2006 with a budget of up to 1.6 million USD for direct implementation and 0.75 million USD for the co-financing of partner organisations under guidance of UN HABITAT.”*

### 4.2 Contribution of SDC-HA to the RHRP

- Establish and operate the Technical Office in Mansehra, including the provision of the required Swiss Technical Advisory expertise along with the required team of national staff.
- Operate two ERRA Housing Reconstruction Centres (HRCs), located in Balakot and Battagram
- Setting-up fully equipped and staffed field offices for the 2 UCs of Mohandri (Mansehra District) and Shamlai (Battagram District) directly covered by SDC-HA in its role as PO.
- SDC-HA participates and contributes through its competent expertise towards the preparation of technical guidelines for earthquake resistant private housing reconstruction this in close cooperation with all stakeholders (in particular UNHABITAT, PERRA, NESPAK, NSET).
- SDC-HA together with UNHABITAT forms a joint effort in the preparation of adequate training tools.
- SDC-HA contributes to the involvement and empowerment of local communities through the creation of Village Reconstruction Committees

#### Expected direct Impact

The communities and house owners in the earthquake-affected area use better and earthquake safer construction methods while reconstructing/retrofitting their private buildings. Awareness is created on the meaning of **“Building Back Better”**.

Construction of improved houses is implemented within a time frame compatible with the planned termination of the RHRP project.

#### Programme objectives

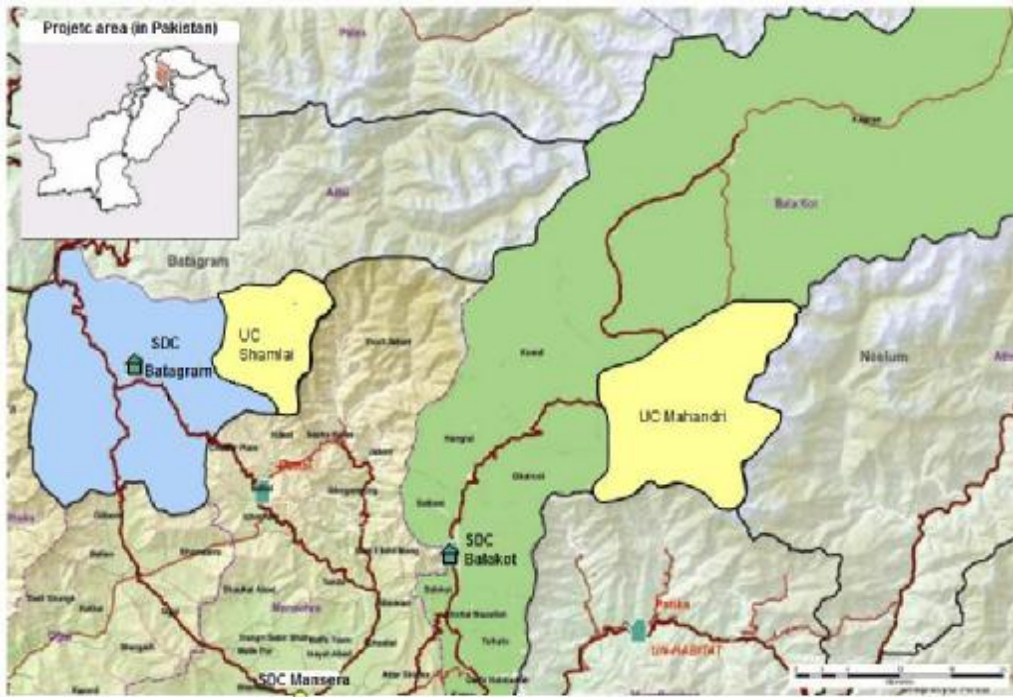
The objective of SDC-HA’s contribution in the **“owner driven”** private housing programme is to support the communities in the earthquake affected area by using better and EQ safer construction methods for the reconstruction of private buildings.

Community members are sensitized about EQ resistant reconstruction along the **“Building Back Better”** approach. Different construction methods taking in consideration the local manpower, material available, traditional construction methods are trained and implemented

Within a holistic approach (reconstruction of infrastructure facilities and livelihood activities) SDC-HA targets the most vulnerable groups and seeks gender equality.

### 4.3 The target area

The area covered by SDC-HA's HRCs in Balakot and Battagram is part of the rural and remote region in NWFP, ca. 150 km Northwest of Islamabad. The target population is about 85'000 families/households who lost their houses in the Thesils (sub district) of Battagram and Balakot.



The majority of communities especially in Battagram region have profound traditional and authoritarian roots; tribal leaders, Khans and religious Mullahs play an important role in the society. The literacy rate for men is at around 50% and for women almost zero. In this region females are strictly excluded from public life.

Most of the families are depending on livestock and subsidy farming. An industry, except the production of basic construction material (cement blocks, wood works) is inexistent, and the rate of unemployment is above 30%. The income is below the country's average per capita income.

#### 4.4 Chart of actors and designated roles

Army and PERRA involved		SDC-HA involved	
Identification and classification of houses (Army)	Inspection of compliance (Army) and disbursements	Imparting construction standards and information	monitoring and feed-back
ERRA has a mandate as the coordinating agency for the reconstruction and rehabilitation of houses according to the "Build Back Better" policy through an Owner Driven approach. Technical support from : NESPAK, NSET, UN-HABITAT, SDC-HA			
<b>h</b>	<b>E</b>	<b>E</b>	<b>h</b>
<b>Implementing Partners</b> (IPs) are sharing responsibility for a total of 11 Housing Reconstruction Centers providing POs, AI teams, local authorities and home builders with training, technical assistance and policy information. Implementation: UN-HABITAT, SDC-HA			
		<b>E</b>	<b>hhh</b>
<b>Partner Organizations</b> (POs) are national and international NGOs are responsible for mobilizing and training VRCs, self-builders and artisans. At UC the POs have field offices. Partners include : CARE, SFL, BRC, FRC, SUNGI, SRSP,....., SDC-HA			
		<b>i</b>	<b>hh</b>
<b>Village Reconstruction Committees</b> (VRCs) are at community level the interface between POs and self-builders. VRCs are playing a central role in ensuring that the social needs are taken into consideration and facilitate adoption of new techniques. The members are designated by the community.			
<b>h</b>		<b>i</b>	<b>h</b>
<b>Army Inspection teams</b> (AI teams) visit regularly all houses. Initially to assess the category of damage and then to monitor the progress of construction and the compliance to standards. Based on AI reports, payment of installments to beneficiaries are processed by PERRA			
<b>o</b>	<b>E</b>		<b>h</b>
<b>House-owner, self-builder.</b> To have access to financial support (grant) the beneficiaries have to adopt seismic resistant building techniques defined by ERRA.			

#### 4.5 Collaboration with stakeholders during implementation

##### 4.5.1 ERRA

ERRA has been set up and mandated by the Government as the planning and coordinating authority for all the reconstruction and rehabilitation process of the EQ affected areas in AJK and NWFP. They have the lead role in executing the programme. ERRA approves standards and sets policies and guides the strategy. In close coordination and under ERRA's umbrella, SDC-HA along with UNHABITAT engaged itself mainly in building up the programme capacity on field level through the provision of training, the development of construction standards, guidelines, manuals and the programme coordination with the AI teams in the approval process in the specified area.

##### 4.5.2 Army Inspection Teams (AI teams)

Their main task is the approval of compliant houses and structural elements and the release of the next instalment of the housing grant. The Army played a major role as they were engaged in the legal process of approving compliance and in filling the gaps where no PO was covering the respective UC. Beside the POs, the AI teams are as well disseminating the standards for earthquake resistant reconstruction towards self-builders. The AI teams are receiving training and needed technical support from the respective HRCs in the area.

#### **4.5.3 Partner Organizations**

These were for example the French Red Cross, Belgium Red Cross, Shelter for Life, Care. The strategy was based on the concept that POs would take over the various UCs and carry out the programme on field level, while the AI teams carry out inspection and approval. Unfortunately this never fully materialized as an insufficient number of POs committed to the programme. At the initial stage of the programme and within the area of the 2 HRCs in Balakot and Battagram 10 different (I)NGOs were active as PO with mixed results. The attractiveness of the programme in respect of achieving quick and tangible results along with the deteriorating security situation, the lack of funding and harsh winter condition etc. diminished the NGOs presence one by one. Since winter 07/08, SDC-HA is the only operating PO in District Battagram and Thesil Balakot. Gaps were partly covered by an increased presence of the AI teams in some of the UCs. An attempt to "contract" UCs to new POs or widen their covered areas was only partly successful.

#### **4.5.4 Implementing partner, UN-HABITAT**

SDC-HA has a close and complementary cooperation with UN-HABITAT.

A regular exchange among the IPs, POs and the field teams along with the feedback on specific construction issues took place during the entire programme. UN-HABITAT was coordinating and leading these efforts. The development of training material, booklets and posters benefited from SDC-HA's technical input.

### **4.6 Project implementation**

#### **4.6.1 Developing of reconstruction standards and building methods**

Under the guidance of ERRA with close cooperation of SDC-HA and UN-HABITAT, EQ resistant reconstruction standards were developed. In the absence of any available training material, NSET (Nepal Society of Earthquake Technology) had a mandate an early stage to provide its know-how, standards and training modules applied in Nepal.

WB, being one of the key donors, insisted on having the authority to approve reconstruction standards allowing housing grants. ERRA is in charge of publishing policies and standards.

#### **4.6.2 Training and awareness activities**

##### **Two SDC-HA-operated HRCs located in Balakot and Battagram**

SDC-HA operates 2 out of 11 HRCs. They serve as information centres for the public and provide training to PO staff (technicians, social mobilizers, engineers) to the local authorities and to AI teams.

The HRC permanently displays information regarding to seismic resistant housing reconstruction, such as section scale 1:1 models and conducts one to three days orientation courses for self builders.

In addition, the HRCs were given the responsibility for the coordination of the POs and regular coordination meetings are held at the HRCs.

Training related data from POs are collected and processed into TMIS reporting System

##### **Two SDC-HA operated Field Offices located in the Union Councils Shamlai and Jared**

They serve as the local information centre for the community in the respective UCs where SDC-HA is active as a PO by disseminating knowhow regarding the earthquake resistant reconstruction methods. In the same time they are the basis for our staffs and outreach teams.

The FOs conduct continuous assessments of needs and priorities of house owners engaged in the reconstruction process and provide assistance in problem solving (door to door visits).

The FOs carry out the practical training of skilled construction workers e.g. masons, carpenters.

The FOs provide guidance and training to local authorities, promote and support the establishment of VRCs. And accompany AI teams in an advisory role.

### **Practical training through construction of model houses**

In the beginning of the programme the training at different levels was a full success. With the construction season 2007 the self builders started to be occupied with the reconstruction of their homes and the interest on theoretical training sessions dropped

A shift to practical training through the construction of model houses going in line with the provision of incentives tool kits gave a new boost in autumn 2007.

In remote areas of the UC Jared and Shamlai 11 model houses were constructed by SDC-HA, most of them in traditional Bhatar and Dhajji structures.

## **4.6.3 Social mobilization and gender equity**

### **Social Mobilization**

Sensitizing the communities was a crucial pre-condition for the success of the RHRP. The awareness campaign came along with the preparation of village profiles to guide the overall reconstruction effort, followed by the establishment of VRCs and the identification of grievances. A substantial amount of efforts went into developing specific training material for social mobilizers that was continuously improved through refresher training courses and the adaptation of training material.

### **Gender related activities in RHRP**

Women have a special role to play in ensuring compliance of houses and in understanding the terms of a safer household. Women and children suffered tremendous during the earthquake. They have a clear interest in understanding earthquake resistant construction.

In order to support the female and especially the female headed household an awareness programme on safer houses was conducted. Female VRCs where possible were formed and the female social mobilizers carried out door-to-door visits.

Due to the security situation and as a result of pressure by the conservative cultural context, no SDC-HA female staffs have been deployed in Battagram District since October 2007.

## **4.6.4 Monitoring**

### **ERRA monitoring and reporting**

Training activities at HRCs, VRC meetings and door-to-door visits are reported to ERRA through the Training and Monitoring Information System (TMIS) set up by UNHABITAT.

Actual statistical data collection is done by the Army AI teams and is based on inspected houses and cash grants disbursed.

## 5 Programme outcome and output

### 5.1 Reconstruction Progress at field level

During this third construction season since the catastrophe the work is going on rapidly now : ERRA and the Army expect the target of 85% of houses to be reconstructed according to approved "build back better" standards before next winter.

The houses in Shamlai are mostly constructed in improved traditional Bhatar structure. Through the initiative of SDC-HA this construction method finally got the approval from the WB for the District Battagram at a very late stage in October 2007, which was too late to start any construction activities before Winter 07/08.

By end of May 2008 reconstruction activities had not started in overall 11% of cases. The reasons for this are multiple (see table following page). ERRA set a deadline for plinth level inspection for April 2008. It is expected that house owners that did not start the construction as of May will never participate in the ERRA program. The decision to formally exclude these cases from the program is expected in June 2008.

#### Reconstruction situation, figures after 24 months

Progress RHRP									
Source Data Army 25/05/08									
By HRC for AJK and NWFP									
	CD	No work started at Plinth	No work started at Lintel	Compliant at Lintel	Non Compliant at Lintel	No work started at Plinth	No work started at Lintel	Compliant houses as of started at Plinth	Non Compliant houses as of started at Plinth
AJK	252'826	21'419	42'101	121'463	22'693	8%	18%	52%	10%
NWFP	207'982	29'696	10'553	112'617	1'260	14%	6%	63%	1%
AJK+NWFP	460'808	51'115	52'654	234'080	23'953	11%	13%	57%	6%
SDC HRC									
Batagram	37'523	8'578	5'367	18'567	328	23%	19%	64%	1%
Balakot	54'237	5'068	72	32'418	465	9%	0%	66%	1%

Progress RHRP									
Source: Data ERRA 240408									
By HRC for AJK and NWFP									
HRC	CD	No work started	In progress	Compliant	Non Compliant	No work started	In progress	Compliant	Non Compliant
AJK	252'826	42'597	68'363	117'687	24'179	17%	27%	47%	10%
NWFP	207'882	11'233	89'667	105'778	1'204	5%	43%	51%	1%
AJK+NWFP	460'708	53'830	158'030	223'465	25'383	12%	34%	49%	6%
SDC HRC									
Batagram	37'523	5'367	14'182	17'703	271	14%	38%	47%	1%
Balakot	54'237	72	23'826	29'874	465	0%	44%	55%	1%

## Progress by SDC-HA at UC level

The tables below indicate that the compliance rate in the UCs assigned to SDC-HA are in the range of the District average. One should note the relatively high percentage of “no work started” in UC Shamlai (32%). This can be explained by different factors :

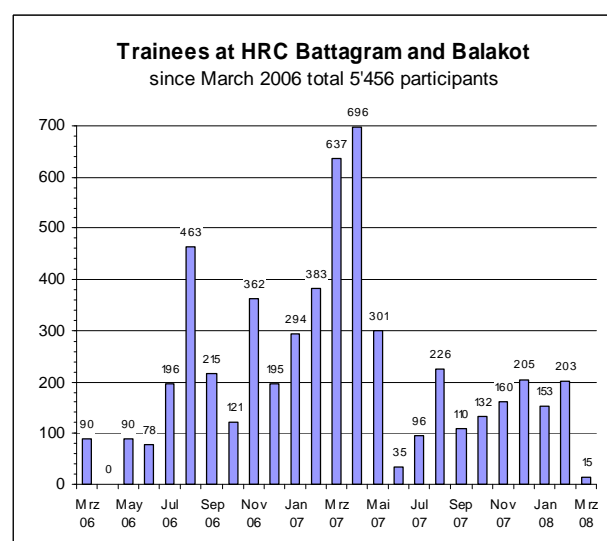
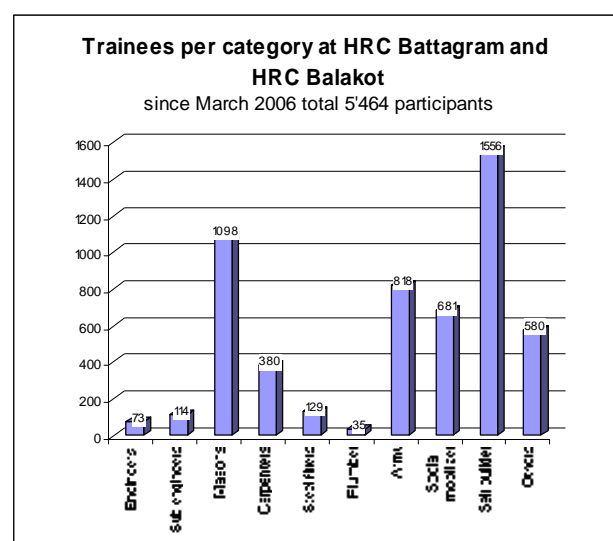
- late approval of the improved traditional bhatar structure
- slow disbursements and problems with local banks
- migration of the house-owner
- Traditional landlord (khan) and tenant issues

Progress RHRP									
Source Data Army 24/0408									
By UC for HRC Battagram and Balakot									
	CD	No work started	In progress	Compliant	Non compliant	No work started	In progress	Compliant	Non compliant
HRC Battagram	28'970	3'615	12'326	13'029	271	12%	43%	45%	1%
HRC Balakot	54'237	72	24'291	29'874	465	0%	45%	55%	1%
HRC Battagram and Balakot	83'207	3'687	36'617	42'903	736	4%	44%	52%	1%
SDC UC									
UC Shamlai	4'570	866	2'247	1'457	15	19%	49%	32%	0%
UC Mohandri	5'485	0	1'911	3'574	242	0%	35%	65%	4%



## 5.2 SDC-HA Achievements in set-up and management of HRCs

HRC Battagram, District Battagram	HRC Balakot, Thesil Balakot
2'752 people trained on different categories of Technical and Social Mobilization trainings since March 2006	2'704 people trained on different categories of Technical and Social Mobilization trainings since May 2006
5 Outreach teams giving technical advices at community level in five Union Councils earlier covered by other POs who left premature.	2 Outreach teams are covering UCs not assisted by POs
On request HRC provided technical training to AI teams of ERRa in the entire Battagram District and some more districts of NWFP	HRC provided technical training to AI teams all over Tehsil Balakot
The female teams were withdrawn following the security risks as a result of threats by some conservative religious groups	Two female teams are assisting females at household level providing information about safer homes

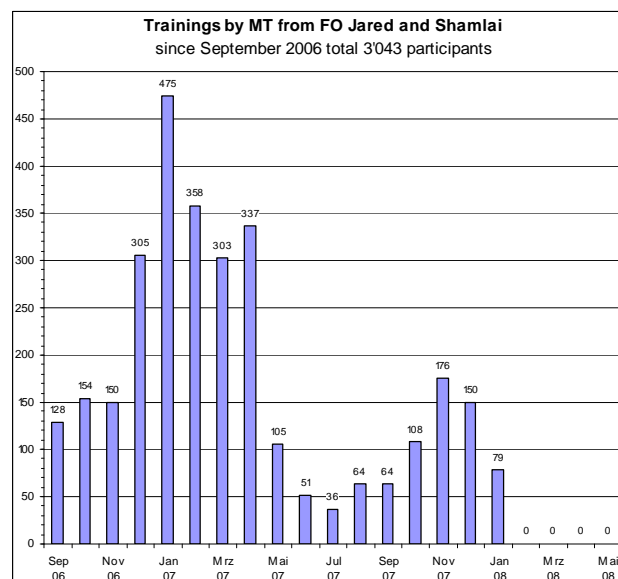
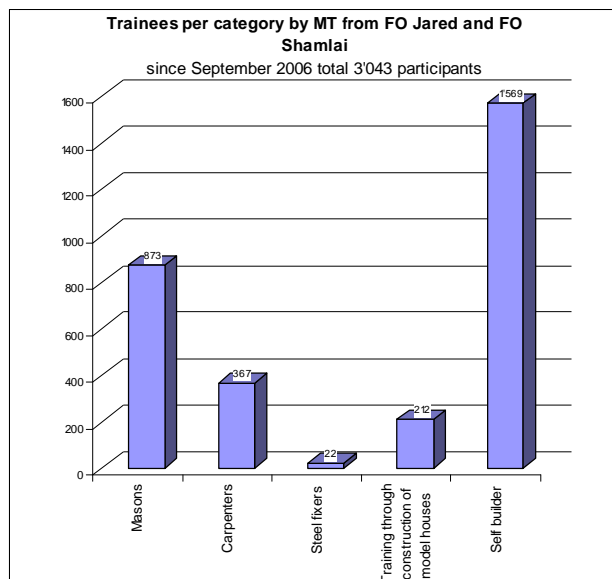


There is a high percentage of self builders . Self-builders are usually trained at FO level or during door-to-door visits.

Out of the 1'556 self builders 1'146 were trained at HRC Battagram in the period from February 2007 to May 2007. This substantial number was a result of limited outreach possibilities, which resulted in the fact that POs sent the people to the HRC for training rather than conducting door to door visits.

### 5.3 SDC-HA achievements as Partner Organization at field level

Field Office Jared UC Mohandri	Field Office Shamlai UC Shamlai
Number of CD houses 5'485 No work started 0	Number of CD houses 4'570 No work started 866
992 community members trained in different category of training courses	2'051 community members trained in different category of training courses
Formed 54 female and 68 male VRCs	Formed 23 female and 53 male VRCs
3'254 community members have been given door to door assistance on ERRA guide lines	4'371 community members have been given door to door assistance on ERRA guide lines
5 Dhajji and 1 confined brick masonry model houses have been constructed for vulnerable groups through hands-on trainings on site.	4 Bhatar and 1 confined masonry house have been constructed through hands-on trainings for use by the community
Collection of data on non compliance and no work started cases	Collection of data on non compliance and no work started cases
Social Mobilization Training for VRC members	Social Mobilization Training for VRC members



Training impact at field level is hard to verify. Some of the data suggests that in Shamlai out of more than 2'000 trained individuals, only 7% learned how to fully build a perfectly compliant house. In fact, the training through construction of a model house is a complementary part to different theoretical training sessions. As mentioned under 3.6.2. such training (on site through model house construction) gave the best practical output. However it is not a training approach which can be applied to cover over 3'000 potential trainees.

## 5.4 Assessment at UC level

In February 2008 SDC-HA started a field assessment with the objective to verify the impact of the services provided at HRC and FO level to the local communities.

In the UCs Shamlai and Jared 207 and 244 households respectively were interviewed (see data below).

In majority the support given by SDC-HA to the house owners is judged as good.

At UC Shamlai the question "Were the cash grants received sufficient to reconstruct the house and Livelihood?" was in 36% positively answered. This may give the impression those beneficiaries were receiving too extensive support. It can as well interpreted as a result of a large number of supporting activities carried out through SDC-HA's livelihood programme.

### Answers from 207 households at UC Shamlai

Assessment at UC Shamlai	yes	no	good	moderate	nil	HRC	FO	both	n/A	Reinforced Masonry	Confined Masonry	RC Frames	Dhajji	Bhatar	Situ	Double storey	Other
Construction Method									11%		21%	0%	36%	10%	22%		
Compliance Plinth	90%	1%							9%								
Compliance Lintel	81%	1%							18%								
How was the support through VRC			80%	12%	5%				2%								
Did you receive basic training from SDC	93%	6%							1%								
Did you receive technical training from SDC	80%	19%							1%								
Where you received the training		1%					80%	1%	18%								
Did you receive any additional assistance from SDC/HRC	89%	9%							2%								
Did you receive SDC information products	93%	3%							4%								
Were the received grants sufficient to rebuild house + Livelihood	36%	61%							4%								
How do you rate of SDC support			69%	25%	1%				5%								

### Answer from 244 households at UC Jared

Assessment at UC Jared	yes	no	good	moderate	nil	HRC	FO	both	n/A	Reinforced Masonry	Confined Masonry	RC Frames	Dhajji	Bhatar	Situ	Double storey	Other
Construction Method									100%		11%	0%	43%		32%	0%	13%
Compliance Plinth									100%								
Compliance Lintel																	
How was the support through VRC			94%	6%													
Did you receive basic training from SDC	91%	4%							6%								
Did you receive technical training from SDC	99%	1%															
Where you received the training							92%		8%								
Did you receive any additional assistance from SDC/HRC	100%	0%															
Did you receive SDC information products	100%																
Were the received grants sufficient to rebuild house + Livelihood		100%															
How do you rate of SDC support			96%	4%													

The data were collected throughout the joint assessment and visits with the AI teams and on daily door-to-door visits by the MTs.

## 5.5 Validation/verification based on the RLP program log frame

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Results May 2008
<p><b>Outcome</b></p> <p>SDC-HA contributes to improved conventional construction methods for the owner driven reconstruction of private housing by applying both, ERRA Strategy and SDC-HA Guiding Principles:</p> <ol style="list-style-type: none"> <li>Private buildings are reconstructed according to EQ safer standards</li> <li>Communities understand the meaning of "build back better"</li> <li>Women are sensitised on safe housing reconstruction methods</li> <li>Model houses are built for training purpose. These units are serving either communities or extremely vulnerable households</li> <li>House owners receiving assistance in retrofitting of their house.</li> </ol>	<ul style="list-style-type: none"> <li>Percentage of reconstructed houses in line with earthquake safer standards</li> <li>Quantity of trainings and trainees</li> <li>Artisans apply EQ safe constructions methods</li> </ul>	<ul style="list-style-type: none"> <li>Official reports (ERRA, TMIS, AI Teams)</li> <li>Statements by communities</li> <li>Community meetings</li> <li>Monitoring reports</li> <li>Village level survey</li> <li>Monitoring and evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>In April 2008 according to AI teams over 49 % of the house are rebuilt complying to the earthquake resistant standards set by ERRA. Another 40% are in progress and shall be finished by end of this construction season.</li> <li>At HRC level 5'500 person received training through 10 different modules</li> <li>The approach of "building back better " is widely understood and applied in the field (compliance rate of reconstruction &gt; 90%)</li> <li>At HRC the interested house owner can receive assistance related to retrofitting. However the construction of model houses using a traditional construction method is more explanatory for the self builder.</li> <li>Three female MT conducted specific trainings on "safer home". However due to security constrains and as from October 2007 no SDC-HA female staff is deployed in Battagram District.</li> <li>The communities have the knowledge and access to relevant information</li> </ul>
<p><b>Output</b></p> <ol style="list-style-type: none"> <li>Two Housing Reconstruction Centres (HRC Balakot and Battagram) provide training and coordination services at District level to Partner Organisations (PO), (Assessment and Inspection (AI) teams and artisans, house owners, etc.</li> <li>Mobile teams based at 2 Field Office (FO) provide training and information to stakeholders and assist the self builders through door to door visits</li> <li>Outreach teams OT are based at the HRC and assisting neglected areas by conducting door to door visits</li> <li>MTs of POs, AI teams and artisans trained in EQ save standards</li> <li>Training Manuals, Guidelines, Posters, Flyers and Booklets are developed and reach target beneficiaries</li> <li>Communities are served at the HRCs and FOs with information</li> <li>FO in Shamlai and Jared are constructed and functional.</li> <li>Sectionised models and model houses are constructed</li> </ol>	<ul style="list-style-type: none"> <li>Number of HRC trained persons who adopted EQ safer construction standards</li> <li>Number of skilled artisans technically trained in earthquake safer construction methods</li> <li>POs, MTs and communities have access to effective and relevant training</li> <li>Information days, development manuals, guidelines and posters</li> <li>Coordination of activities through provincial level meetings</li> <li>Model houses are built</li> <li>MTs are conduction door to door visits</li> </ul>	<ul style="list-style-type: none"> <li>HRC statistics</li> <li>Evaluations, reports</li> <li>Coordination meetings at District/PO level are regularly held</li> <li>TMIS Database and Reports</li> <li>HRCs are frequented and recognised</li> <li>Village level survey</li> </ul>	<ul style="list-style-type: none"> <li>The structure at HRC and FO level is fully operational. 1 HRC (Battagram) is located in a retrofitted house. At FO level 4 new constructed buildings in confined masonry are serving as an example for ERRA compliant reconstruction technology.</li> <li>In total 12 MT teams (male and female) consisting of Social Mobilizers and Technicians are operating out of the 4 SDC-HA field offices.</li> <li>The field assessment showed that the compliance rate at lintel level is &gt; 90%. The self-builders applied the guidelines and standards set by ERRA.</li> <li>Information days or basic training was conducted for 90% of the house owners in UC Shamlai and Jared</li> <li>Until April 2008 in UC Shamlai and Jared over 6'200 door-to-door assistance were conducted.</li> <li>11 model houses were built for communal use in UC Shamlai and for most vulnerable individual cases in UC Jared. 9 of the model houses were built in traditional Bhatar or Dhajji structures</li> <li>The coverage with information (handouts, prints etc.) in UC Shamlai and UC Jared over 90%.</li> </ul>

## **6 Comments and findings**

### **6.1 Comments and findings concerning stakeholders**

#### **Key points:**

- Ø Coordination and information sharing between partners made the project possible
- Ø The efficiency of the relations between actors improved over time
- Ø Security and policy issues led some PO to leave the project, creating gaps

#### **ERRA**

- The implementation would not have been possible without the manpower support of the Army.
- The specific technical know-how - though available in the international context - required local adaptation, which was dominated by many different actors.
- Position of ERRA – largely dominated by the Army – is strong, well established at levels.
- Good leadership in the integration and coordination of all actors. Engaged in an open dialogue with IPs and experts in developing seismic resistant construction manuals. A complex process whereby WB intruded in the approval of reconstruction techniques and guidelines occasionally hindered ERRA's decision making process.

#### **Pakistan Army and AI teams**

- During the recent evaluation mission, the Army has recognized that it lacked “social mobilization” skills and was grateful to SDC-HA for the work done in this domain
- It was important to provide technical know-how to AI teams on specific seismic resistant structures such as Dhajji and Bhatar (local timber and stone masonry building methods)
- SDC-HA played a decisive role in advocating alternative construction methods thus allowing a technically and culturally viable solution.
- Lack of cooperation and even some distrust was prevailing between the POs and the Army and is still perceived as such until now. In some cases the POs comment was that the AI teams are either too strict or too lenient. In turn, the Army finds it hard to accept critics about their performance or shortfalls.

#### **UN-HABITAT**

- With its project setup and a strong engineering cell in Islamabad (more than 5 engineers) UNHABITAT is much better positioned towards ERRA in its advisory role and keeps a major lead and presence compared to SDC-HA.
- SDC-HA's input and close cooperation with UN-HABITAT is highly appreciated by the organization's representative also by its technical staff

#### **District Reconstruction Units**

- In the ERRA's housing strategy the IPs role as key actors were originally not foreseen. These tasks were in theory assigned to the DRUs but in view of their lack of means the IPs took over most of those roles in a pragmatic approach.

#### **Partner Organizations**

- SDC-HA has no official mandate to monitor the performance of the different POs working within the area covered by the HRC. For instance, indirect monitoring in terms of trainings conducted could have been possible.
- Different funding background and budget capacity, varying agenda, capacity and objectives of the actors at field level made coordination and information-sharing difficult
- Difficult coordination of independent NGOs/INGOs and the AI teams (lack of clear project frame and hierarchy).
- Most of the INGOs had junior and newly recruited staff lacking adequate experience

## 6.2 Comments and findings concerning policy and strategy

### Key points :

- Ø SDC-HA' involvement in the national "Build Back Better" project through owner-driven approach proved successful in it's area of intervention
- Ø Centralized government policy and coordination had more positive than negative consequences
- Ø Role of the Pakistan Army, especially at field level, was very important
- Ø SDC-HA is regarded as a trustworthy and efficient partner by stakeholder, including beneficiaries
- Ø ERRA's own lessons learned for "next time" :
  - Ø secure more un-tied funds
  - Ø propose a larger choice of approved construction designs
  - Ø have SDC-HA active in a larger area covering more UCs

### **Ongoing reconstruction progress**

- Despite the shortage of available construction material and the increasing material and transport costs the progress in the field is good and it is expected that 85% of houses will be reconstructed with approved standards by the winter of 2008/09
- despite the cultural and geographical constraints in SDC-HA's area of intervention, the available data shows a qualitatively positive impact of the project on adoption of earthquake-resistant techniques

### **Government reconstruction policy**

- The strategy proved to be a well-formulated programme concept.
- The initial draft strategy was provided by the World Bank. ERRA adopted the strategy and adapted it to Pakistan context and available resources
- ERRA is mostly staffed by Army personnel and thus became effective rapidly
- World Bank involvement concerning construction standards, lengthened decision-taking time

### **Identification and classification of houses**

- In the strategy, the element of assessment was originally assigned to the POs, but as matter of fact the Pakistani Army took the responsibility for this crucial task
- This was a relatively lengthy, complex and cumbersome process due to initially unclear directives, non-uniform data collection, difficulty of access to beneficiaries, non-existence of community registers, lack of land titles and bank account by the house owners

### **Disbursement to beneficiaries**

- Slow disbursement of grants in successive installments. The money did often reach the house builders only several months after the approval given by the AI teams. This brought reconstruction to a standstill.
- The disbursements are channelled through PERRA and local banks accounts in a rather lengthy administrative process. To what extent this was deliberately delayed is not known. It certainly avoided a sudden and huge cash inflow to remote areas which could have resulted in a bigger scale price escalation.

### **SDC-HA's impact on policy regarding reconstruction standards**

- Good pro-active advocacy by SDC-HA and UN-HABITAT on the traditional construction designs and methods with research-based recommendations and designs which were incorporated in the ERRA Housing Policy. The best examples are approval of Bhatar and Dhajji designs (stone masonry and timber frame structures).
- SDC-HA contributed to the design of manuals and posters adapted to a mostly illiterate target group (self-builders) and to local artisans (simple wording in Urdu)
- UN-HABITAT representative considers "SDC-HA is a key partner in NWFP"
- SDC-HA had no direct involvement with WB in Pakistan despite being a close WB partner in post-tsunami owner-driven reconstruction in Sri Lanka

## 6.3 Comments and findings concerning SDC-H project implementation

### Key points

- Ø Good synergy between different SDC-HA projects increased credibility and impact
- Ø Intervention at three levels - Field, District, National - generated positive feedback loop
- Ø Social mobilization and creation of VRCs had a larger impact than initially expected thanks to good understanding of the context and integration of SDC-HA field teams in traditional society
- Ø The methodology and the strategies underlying SDC-HA's intervention were firm on the objectives but flexible on the means. This was one important key to the successful outcome

### **Target area**

- Difficult access in the very traditional regions such as Batagram. This applies specially to female staff and gender-based activities as some of the religious leaders perceive it as an intrusion undermining their authority. Threats and incidental attacks on NGOs increased the level of security concerns. The deployment of female teams to the field was stopped in Batagram since July 2007.
- Difficult mobility and low rate of literacy makes the dissemination of information material and training difficult and time consuming for the Mobile Teams.

### **SDC-HA implementing methodology**

- SDC-HA's role of providing training while having no influence of the payments of instalments was accepted by the beneficiaries probably because of SDC-HA's other livelihood activities in the region.
- Being Implementing Partner on strategic issues and simultaneously Partner Organisation with operational experiences on grass root level improves the influence on policy level.
- SDC-HA is active at 3 hierarchical levels (Field, District and National) which facilitates the flow of information from the communities to ERRA and vice versa (positive feedback loop)
- Holistic approach beyond "Rural Reconstruction", including restoration of livelihood, small projects, social mobilization, training as well as reconstruction of infrastructures in education and health proved very positive in the overall perceived impact of SDC-HA in the region
- Limited representation and networking from the SDC-HA office Islamabad towards ERRA and other donors active in the programme. This could have been improved.

### **SDC-HA's training and information activities in Batagram and Balakot**

- Good network at community level due to experienced staff representing SDC-HA on site
- One unexpected positive output of the training provided is that it increased the potential for future employability of trainees. The certificate handed to the men that had completed the training was highly regarded in this respect.
- Due to a good reputation and tangible programme delivery the HRC remained operational during the period of restricted movements due to security concerns in Batagram
- The lengthy process to have the manuals and guidelines ready delayed the training in the field. First effective trainings were delivered only by mid 2006

### **SDC-HA's Field Offices in Shamlai and Jared**

- Good network at community level due to experienced and committed staff representing SDC-HA at village level
- High acceptance of SDC-HA in the 2 UCs, was helped by the complementary livelihood activities and the schools reconstruction projects
- Coverage of the two UC Mohandri and Shamlai was outstanding compared to other UCs in the district

### **Construction of Model Houses in the field**

- Effective training method taking in consideration the low technical understanding and the high rate of illiteracy in the area
- High improvement of the understanding about improved traditional construction
- High visibility
- Late and slow start of the model house programme

### **Village Reconstruction Committees**

- SDC-HA's involvement in social mobilization as a PO in UC Shumlai and Mohandri proved especially successful in these areas where no meaningful community structures existed before the earthquake. In fact it can be said that through the creation of VRC's initially uniquely concerned with reconstruction issues SDC-HA has paved the road for sustainable representative bodies that will continue to represent their village communities in dealing with Government agencies and development organizations.
- The sustainability of all VRCs is not guaranteed after the withdrawal of POs due to lack of community based incentives.

### **Social mobilization and gender issues**

- Social mobilization is a pre-condition for a good access by technicians at village level
- Within the family structure, informed women can play an important role in ensuring compliance
- Female MT provided high support to widows and female-headed households
- In reconstruction the role of the women is limited to minor technical reconstruction works and focuses more to social aspects.

### **Results of construction process**

- With a compliance rate of over 60% at lintel level (april 2008), the reconstruction standard is high and the goal of "build back better" is achieved satisfactorily.
- At the community level, structures such as the VRCs are established which will keep the knowledge for construction skills beyond the programme time-frame.
- Female-headed household were integrated in the process of reconstruction and female VRCs are empowered (apart from the special case of UC Shumlai)

## **7 Lessons Learned and Recommendations**

### **Concerning SDC-HA integrated projects strategy**

Two important strategic elements contributed to the success of SDC-HA Housing Reconstruction project. These are :

- 1) Vertical integration : presence at field level, at district level and at national level.
- 2) Complementarity with other SDC-HA projects : livelihood, schools and BHU reconstruction

One at least of these two axis (ideally both) should be included in any similar program.

### **Concerning SDC-HA internal sharing of knowledge**

#### ***Sharing institutional networks***

- 1) In Pakistan, ERRA tried for many months to convince the World Bank that the "Bhattar" traditional construction design proposed by SDC-HA specialist should be approved. This was eventually successful. However SDC-HA leaders in Pakistan were not aware of the fact that SDC-HA was a close partner of the World Bank in the Sri Lanka reconstruction project. Having this information could have facilitated negotiations and accelerated a positive outcome.
- 2) UN-HABITAT stressed the importance of establishing links with "international centers of excellence" and "international specialists" during implementation of such complex programs. This should be in the "to do" list of any implementing agency.

#### ***Sharing tools and methodology***

- 1) During the initial phase, when ERRA was working with the World Bank and UN-Habitat on the definition of a national policy and implementation strategy, SDC-HA could have made a presentation of the Sri Lanka "cash database" and could have shared its know-how
- 2) Within SDC-HA's own project the "cash database" used in other "owner-driven" projects could have been useful in the Pakistan context to facilitate the monitoring of the impact of training as well as the livelihood component. This even though no "cash" was distributed during the project. In fact this software is dedicated to monitor large quantities of beneficiaries over time when they are provided a



series of grants. These grants need not be financial: it can be “training” provided, for example. The Pakistan team was not aware of the availability of this tool.

#### **Concerning SDC-HA management structure**

A reportedly high level of decentralization allowed for flexible and proactive adaptations of project set-up at field level which was necessary in the context (for example canceling the idea of having one Corps member in charge in Balakot and another one in Battagram). The relations between the HQ Desk and field teams were based on regular information sharing but there was no wasteful “micro-management”: proposals for adaptations made by field teams were generally approved by H.Q..

In such a decentralized structure it is important that the “Humanitarian Coordinator” based in the COBU plays a proactive role in facilitating coordination and good communication with all stakeholders at national level.

#### **Concerning the financing of Partner Organizations NGOs**

SDC-Development made a grant of approximately CHF 1 million to UN-HABITAT which used a substantial share of that amount to finance NGOs that were working as POs at field level in geographical areas where SDC-HA was running HRCs. These NGOs were not very cooperative and did not satisfactorily report to HRCs on their activities. UN-HABITAT did not impose to these NGOs regular reporting to SDC-HA on operational and implementation issues.

Maybe stricter direct reporting rules could be included in MoUs when SDC-Development finances, even through a third party, organizations in areas where SDC-HA is present.

#### **Concerning VRCs and community awareness**

Given the success of SDC-HA social mobilization at field level it is of utmost importance to share all informations concerning VRCs, their localization and their representative members with agencies and organizations that have development projects in these areas. For example, each VRC was asked by SDC-HA teams to draw two maps : one “our actual village today” and one “our dream village in three years time”. All these maps (dozens upon dozens) together with other informations, are archived in SDC-HA Mansera office. Handing this material over to concerned stakeholders would go a long way to favor sustainability of VRCs and would build on the work done by SDC-HA's teams.

This information could be shared with SDC-Development in Islamabad to be conveyed within development circles.

#### **Concerning gradual termination of program**

As is presently planned by SDC-HA in Mansera, it is important to maintain linkage with VRCs through the HRCs in Battagram and Balakot and to continue training and information support during the course of the ongoing construction season that should end around October-November 2008.

#### **Concerning national project evaluation**

DFID will finance a “third party evaluation” involving the random selection of 500 houses. This will take place in October 2008. UN-HABITAT has also planned project impact evaluations that will take place in autumn 2008. SDC-HA should make sure to have access to the results of these evaluations.

## **8 Annexes**

- Report Gender in Housing Reconstruction
- Report Model Houses
- Report on VRC
- Report Training and info dissemination