



“Pakistan’s Experience on PDNA and Recovery Framework”

By

Lt Gen (Retired) Nadeem Ahmed

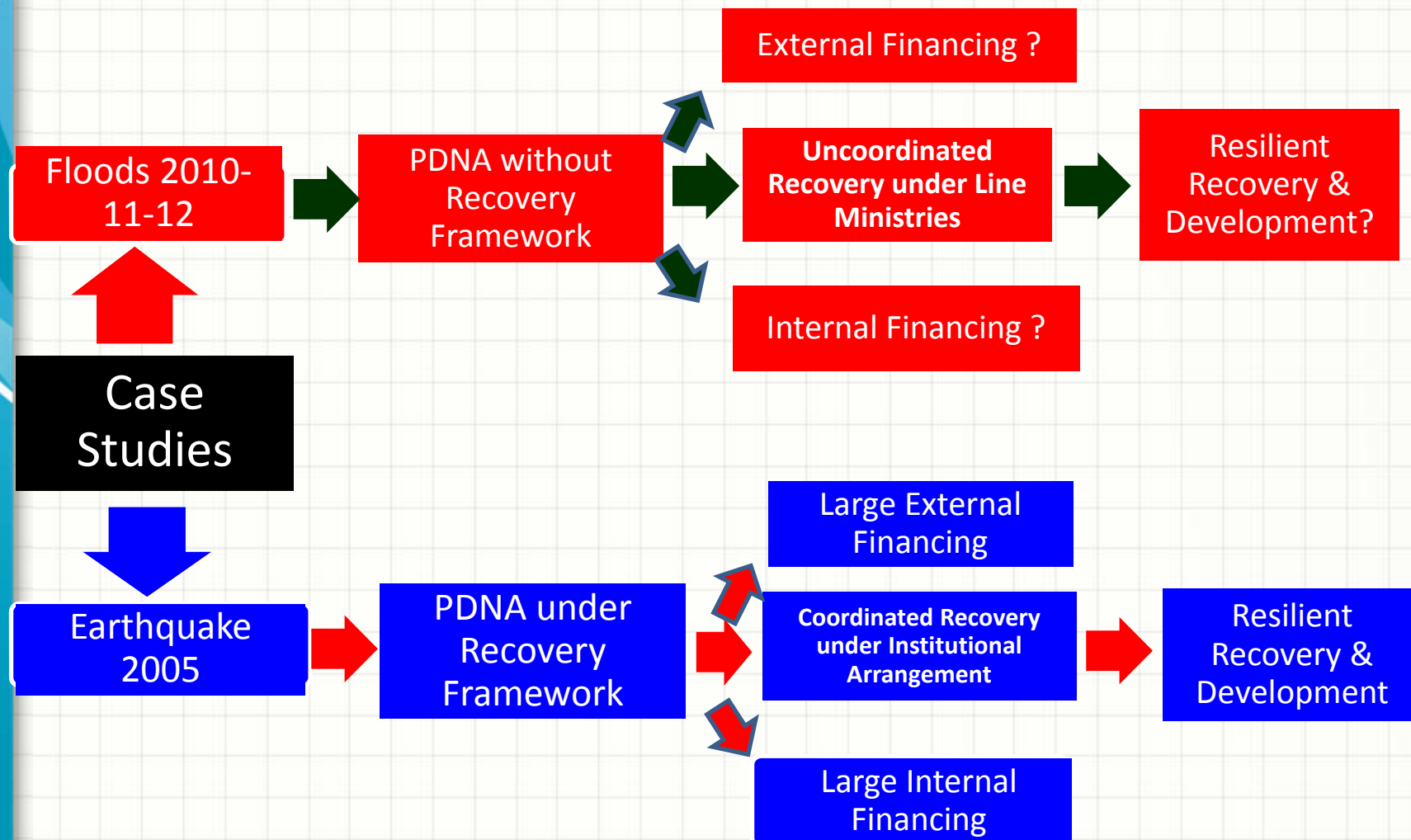
23 May 2013

PAKISTAN'S RECENT DISASTER RESPONSE; EXPERIMENTS

DISASTER	POP AFFECTED	REC COST	PDNA/ PCNA	Recovery Framework
EQ- 2005	3.2 Million	\$ 5 Bn	Done	Dedicated Agency, ERRA
CE-2009	4.1 Million	\$ 2 Bn	Done	Bilateral/MDTF, PARRSA
FLOODS- 2010	20 Million	\$10.06 Bn	Done	Existing Line Departments
FLOODS- 2012	4.9 Million	Not Avail	Not Done	??????

Recovery Experiments: Conclusion

- *PDNA alone is not sufficient, falls short*



WHY DEDICATED FRAMEWORK SUCCEEDED

- Political and legal ownership at the highest level
- An approach advocating reconstruction is different than development, in terms of time sensitivity
- Dedicated institutional arrangements instead of existing departments; Different Culture and Ethos
- Making use of established and successful world experiences
- Customized rules and procedures with enough flexibility to accommodate different donor variations
- Hybrid organization comprising Government officials, Army and Consultants afforded unique advantage

WHY "WORK AS USUAL" DID NOT SUCCEED

- Governance in Transition; Devolution of Powers from Federal to Provincial level; lack of clarity about roles/responsibilities
- Donor conference delayed, resulting in loss of sympathy factor, while the Government had little fiscal space of its own
- Lack of experience and capacity at the provincial level to deal with a major reconstruction effort – business as usual approach
- Though National Disaster Management Act mandated NDMA/PDMA to undertake reconstruction, but were not involved in the recovery effort
- In the absence of clear institutional arrangement, (e.g. a workable plan, coordinating structures, fiduciary safeguards, grievance redressal system, mainstreaming DRR), donors did not get the requisite confidence in providing adequate funding

PREREQUISITES OF SUCCESSFUL RECOVERY

- Centralized policy formulation, standard setting, coordination, monitoring and evaluation through legally mandated institutions, evolved through consultations with provinces
- Decentralized Implementation by provincial line departments, duly capacitated including private sector involvement
- Special dispensations to allow for fast track recovery
- Involvement of affected communities in the recovery effort
- Robust communication strategy with all stakeholders
- Dedicated coordination structures with all concerned
- Independent funding line for recovery effort
- Dedicated audit and oversight to retain donors and community confidence

EXPECTATIONS FROM A RECOVERY FRAMEWORK

- The Recovery Framework under an Institutionalized, Legal Arrangement with full political ownership:
 - Must help governments and other stakeholders to maintain a cohesive and flexible structure for managing the overall recovery and reconstruction process
 - Must formalize policy and strategic linkages across recovery and regular development processes
 - Must facilitate multi-sector recovery planning, prioritization, sequencing of activities, funding decisions, strong stakeholder coordination; and high stakeholder confidence in the government's recovery plan
 - Must ensure resilient and sustainable recovery

EXPECTATIONS FROM A RECOVERY FRAMEWORK

- Avoid inconsistencies in reconstruction approaches and strategies of provinces and regions
- Ensure availability of funds for an extended period of time to facilitate timely completion of the recovery
- Help transition from a chaotic emergency phase to a structured, coherent and resilient recovery
- Must have clear timelines with a sunset clause



Thank you