



## **FINAL EVALUATION REPORT**

### **Nepal Earthquake Response - NPL 151**



**Semi-permanent house provided by ACT Alliance**

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**ACT ALLIANCE Nepal Earthquake Response - NPL 151 Appeal Evaluation  
Report, 2015-16**

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## **E** XECUTIVE SUMMARY

This report provides the findings of the evaluation team commissioned by the ACT Alliance to undertake an evaluation of its NPL 151 Appeal launched after the April 2015 Nepal earthquake. The earthquake caused the death of over 8891 people, and injured over 22,000 people. In addition, the earthquake caused extensive destruction and damage to housing and other infrastructure as well as livelihoods and access to basic services.

A joint ACT appeal was launched in April 2015 for DanChurchAid (DCA), Finn Church Aid (FCA), ICCO Cooperation (ICCO), Lutheran World Federation (LWF), and Lutheran World Relief (LWR). Of these, DCA, FCA, ICCO, LWF, and LWR have additional money for response outside the appeal while The Finnish Evangelical Lutheran Mission (FELM), Christian Aid (CA), and DiakonieKatastrophenhilfe (DKH) are only using non-Appeal money to respond. ACT members worked in remote and isolated VDCs of 10 districts and have covered 122 VDCs and 6 municipalities through 21 local implementing partners to assist the most vulnerable and resource poor people in sectors like (i) food and non-food items, (ii) WASH, (iii) shelter, (iv) psychosocial support, (v) education, (vi) livelihood restoration/development, (vii) cash for work, (viii) disaster risk reduction (DRR), (ix) capacity building and (x) advocacy. The size of the appeal was USD 15,467,474 of which USD 13,900,512 (89.86%) is already received and distributed.

The evaluation aims were i) To provide an overview of the ACT Alliance response to date with particular emphasis on work that was funded by the ACT NPL151 Appeal and secondarily other funding; identify gaps, priority areas and unmet needs from a geographic and sectorial perspective; ii) To improve quality and accountability by reviewing ACT members' response to the Nepal earthquake against ALNAP Quality Proforma for Humanitarian assistance based on DAC; iii) To identify lessons learnt and best practices, including innovations/new systems developed which may benefit communities in their recovery and further build local capacity as well as to generate knowledge for continuous programme improvements of the ACT Nepal Forum and the ACT Alliance as a whole.

The following sources of information were utilized: Document review; Visual evidence; Meetings with ACT implementing members, project and administrative staff, etc.; Online survey with ACT members and staff; Field visits to 9 districts where a total of 13 VDCs/municipalities were visited and 11 FGDs with males, 11 FGDs with females and 2 FGDs with children were conducted. A total of 50 males and 37 females were interviewed as part of the household interviews; Interview with secondary stakeholders (e.g. relevant government officials, UN, INGOs)

Overall, the evaluation team found the ACT Alliance Appeal to be highly relevant, timely and effective. The response scores especially highly on strategic factors. This includes maintaining strong relationships with the government, UN bodies and other stakeholders, strengthening the

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ACT Alliance brand by maintaining high neutrality and a needs-based focus, delivering programs which succeeded in saving lives, ensuring early recovery and reducing future risks and gaining the high approval and trust of affected communities. The main areas of improvements which the evaluation team found was thus at the operational details levels which can help improve the quality of programs even further and better prepare for future disasters.

### **Recommendations:**

#### **Program-related**

- Review the EPRP for future emergencies to make it more relevant and train partners in the EPRP process and concept; develop a DRR and evacuation plan with communities.
- Provide support for partner organizations in gap areas such as coordination, monitoring, internal structures, as well as clarify relation in case of staff with double roles.
- Find alternative financial options for the most vulnerable to access the remaining funds needed to construct an earthquake resistant house and latrines and provide in-kind contributions instead of restricted cash vouchers to such households for their convenience.
- Mainstream a psychosocial approach for the NPL161 by utilizing IASC MHPSS (Mental Health and Psychosocial Support) Guidelines as well as LWFs “PSS Operational Guidelines” and “PSS Checklist in other sectors; review and build the capacities of partner organizations in qualitative measurements for monitoring and evaluation; undertake psychosocial support training for traditional healers and Community Health Workers.
- Explore possibilities to develop, adapt and include special components into their program for groups with specific protection needs; for the inclusion of people with disabilities utilize ICCO’s ACAP Inclusion Guidelines and Accessibility Checklist;
- Provide innovative trainings in income generating activities in order to reduce the need to travel outside for a secure income; undertake market surveys to find activities with high demand but low supply; conduct variation of trainings and thereby provide different skills in one community to decrease competition; Ensure access to a viable market
- Allocate more resources for joint stockpiling the FIs and NFIs materials for emergency response.
- Undertake periodic review-and reflection among the ACT member/partner NGOs to share each other’s learning and good practices; have regular meetings among programme and operation staff in districts for up-scaling the program quality.
- Provide for the capacity building of ACT alliance and partners NGOs staff on emergency response, protocol on recovery and rehabilitation, coordination, monitoring and reporting.
- Social auditing and public hearing should be continued. Inter ACT Agencies peer monitoring should be in place to learn from each other’s programme.
- Further explore possibilities to further include and involve women in all levels of the response. Gender-sensitivity training should be imparted to all staff; employ female community mobilizers, in order to ensure a further inclusive outreach to women.

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### **Administrative**

- Strengthen ACT Nepal Forum by allocating more funds to it for capacity building, visibility, communication and monitoring work and identifying best practices to unify the ACT agencies' approaches in qualitative and quantitative assessments, monitoring, evaluations, surveys and logistics.
- ACT Geneva Secretariat should streamline the process for disbursement of budget while ACT member's international HQ staff should maintain larger strategic emergency funds to address the initial gaps in Appeal funding.
- The Appeal format should be simplified and shortened. ACT Alliance members should be trained beforehand in expediting the Appeal process to produce good Appeals in a relatively short time frame.
- Develop brief written strategies for participation in coordination forums prior to earthquake emergency and set policy positions on critical issues.
- Increase ACT visibility at the districts and VDC level in coordination with government and DRR stakeholders depending on the security situation.
- Adhere to a single procurement system to reduce the administration and procurement costs and procurement time and hassles; develop local Vendors lists.
- Ensure all staff members have well-defined knowledge of the contents of the Code of Conduct; conduct orientations, reorientations and follow-ups on the CoC for both ACT members and its partner organizations in order to ensure a clear understanding of the CoC and what consequential steps would be taken should breaches occur.

## **C** **HAPTER 1: BACKGROUND**

This chapter provides an overview of the damage caused by the earthquake, and the specific projects implemented by ACT Alliance agencies from the appeal money in response which are the subject of the evaluation in this report. The chapter serves the purpose of placing the whole evaluation in its proper context and in familiarizing readers with project constraints and scope.

### **The Nepal Earthquake 2015**

Nepal is the world's 11<sup>th</sup> most vulnerable country from earthquake hazards. It experienced a highly devastating earthquake on 25 April 2015. The first shock on this day had a magnitude of 7.8 measured at Richter scale which was followed by another severe aftershock on May 12 having a magnitude of 7.3. The aftershocks continued throughout the whole year. Fourteen districts were hardest hit. The earthquake caused the death of over 8891 people, and injured over 22,000 people (MoHA, 2015).

In addition to loss of life and human suffering, the earthquakes have caused extensive destruction and damage to housing and other infrastructure as well as livelihoods, leading to a drastic reduction in living conditions, income, and access to basic services. A total of 604,930 homes were fully destroyed, 288,856 homes partially damaged and 2.8 million people were displaced by the earthquakes (MoHA, 2015). Rapid assessments showed that water supply and sanitation had been fully or partially disrupted for 4.2 million people (OCHA) and more than 25,000 school classrooms were damaged or destroyed with 870,000 children being unable to return to school (UNICEF). More than 1.4 million people needed food assistance in the first 3 months of the emergency (WFP) and 10 hospitals and 600 smaller health facilities were damaged (WHO), as were many roads. People's livelihood was destroyed (especially through the loss of seed stocks, livestock, and standing crops). A large number of people are still in need of continued psychosocial support as a consequence to the injuries, deaths and destruction caused by the earthquakes. The total value of the damages and losses caused by the 2015 earthquakes is estimated at NPR 706 billion (US\$ 7 billion)<sup>1</sup>, which is one-third of the GDP of Nepal.

### **The ACT Alliance Response**

A joint ACT appeal was launched in April 2015, soon after the first earthquake. The ACT Alliance requesting members within the ACT Appeal NPL151 are DanChurchAid (DCA), Finn Church Aid (FCA), ICCO Cooperation (ICCO), Lutheran World Federation (LWF), and Lutheran World Relief (LWR). Of these, DCA, FCA, ICCO, LWF, and LWR have additional money for response outside the appeal while The Finnish Evangelical Lutheran Mission (FELM),

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<sup>1</sup> Government of Nepal, Post-Disaster Needs Assessment Report, 2015.

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Christian Aid (CA), and Diakoniekatastrophenhilfe (DKH) are only using non-Appeal money to respond to the earthquake. The appeal was revised on 2 June 2015 to include the programme of ACT Nepal Forum member ICCO. ACT Alliance members have engaged in detailed assessments necessary for focusing the on-going response both geographically and sector wise for subsequent phases.

Under the ACT Appeal, ACT members worked in remote and isolated VDCs of 10 districts with recovery, resilience and reconstruction programs after the relief phase. They have covered 122 VDCs and 6 municipalities through 21 local implementing partners in Lalitpur, Bhaktapur, Dhading, Gorkha, Kathmandu, Sindhupalchowk, Makwanpur, Rasuwa, Dolakha, and Lamjung. The Appeal was designed for the period of one year from April 2015 to assist the most vulnerable and resource poor people in sectors like (i) food and non-food items, (ii) WASH, (iii) shelter, (iv) psychosocial support, (v) education, (vi) livelihood restoration/development, (vii) cash for work, (viii) disaster risk reduction (DRR), (ix) capacity building and (x) climate change advocacy. The size of the appeal was USD 15,467,474 of which USD 13,900,512 (89.86%) is already received and distributed as follows:

<b>ACT members</b>	<b>Geographic areas of response</b>	<b>Requested budget in USD</b>	<b>Received amount in USD</b>
<b>DCA</b>	Lalitpur, Bhaktapur, Dhading & Gorkha districts	5,588,563	4,650,655
<b>FCA</b>	Lalitpur, Bhaktapur & Kathmandu districts	1,637,677	1,210,981
<b>ICCO</b>	Dhading, Sindhupalchowk & Makawanpur districts	626,686	617,122
<b>LWF*</b>	Lalitpur, Bhaktapur, Rasuwa, Kathmandu, Sindhupalchowk, Dolakha, Kavre, Nuwakot & Makawanpur	6,031,526	6,196,573
<b>LWR</b>	Lamjung & Gorkha districts	1,492,943	1,135,101
<b>Evaluation</b>		65,079	65,080
<b>Forum Nepal</b>		25,000	25,000
<b>Total</b>		<b>15,467,474</b>	<b>13,900,512</b>

These figures were derived from the ACT Alliance Final Narrative Report 30 June 2016

Further details about achievements are provided in the Findings chapter.

## **C** **HAPTER 2: Methodology**

This chapter provides an overview of the methodology utilized by the evaluation team to meet the requirements laid out in the TORs, including the evaluation criteria, the sources of information, the details of the field work within communities as well as the limitations and constraints faced by the evaluation team in undertaking the evaluation.

### **Evaluation Objectives and Scope**

The evaluation aims were as follows:

- To provide an overview of the ACT Alliance response to date with particular emphasis on work that was funded by the ACT NPL151 Appeal and secondarily other funding; identify gaps, priority areas and unmet needs from a geographic and sectorial perspective
- To improve quality and accountability by reviewing ACT members' response to the Nepal earthquake against ALNAP Quality Proforma for Humanitarian assistance based on DAC (excluding impact as it is too soon to assess this) and focusing on outcomes (listed below) and outputs.
- To identify lessons learnt and best practices, including innovations/new systems developed which may benefit communities in their recovery and further build local capacity as well as to generate knowledge for continuous programme improvements of the ACT Nepal Forum and the ACT Alliance as a whole.

### **Evaluation Approach**

The evaluation team adhered to the following evaluation principles:

- Focusing on the most marginalized groups, e.g., women, youth, children, elderly, IDPs and people with disabilities and ensuring sensitivity and confidentiality
- Focusing on whether humanitarian assistance has been provided in a manner that benefited both women and men (and boys and girls) equally based on human rights, gender analysis and gender sensitive programming.
- Emphasizing participatory approaches and collaborative process with stakeholders and affected populations and capturing the perspectives of men, women, girls and boys, including the most vulnerable sections of the affected population
- Making every effort to ensure participation is voluntary; and clarifying limits and consequences of the evaluation to avoid raising unrealistic expectations
- Incorporating relevant international standards and conventions, such as the CHS framework, HAP, Sphere and Red Cross NGOs code of conduct
- Providing practical, concise and replicable recommendations and insights
- Documenting good practices and lesson learnt in participatory way



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- Incorporating and building upon existing knowledge and analysis
- Focusing on the overall response as well as individual agency performances in reporting
- Maintaining neutrality and objectivity
- Testing the replicability of innovative approaches and distilling out the building blocks of success and the extent to which they can be exported elsewhere and adapted
- Minimizing the burden on agencies and IDPs
- Ensuring triangulation to increase validity and use of light touch and remote data collection methods to maximize learning

The following sources of information were utilized:

- Document review of key project documentation (appeal, sitreps, reports etc.)
- Visual evidence (existing collection of pictures and videos, pre and post interventions of the different ACT members, e.g., repaired shelters, WASH facilities, restored livelihood materials, cleared and replanted farms and areas, trainings done, interviews with beneficiaries/groups/other stakeholders, etc.)
- Meetings with ACT implementing members, project and administrative staff, etc.
- Online survey with ACT members and staff
- Field visits to 9 districts, i.e., Lalitpur, Bhaktapur, Dhading, Gorkha, Kathmandu, Sindhupalchowk, Makwanpur, Dolakha, and Lamjung to conduct structured interviews with households in selected villages/urban localities and Focus group discussions (done separately for males and females) with selected beneficiaries and/or members of the community-based/people's organizations. A total of 13 VDCs/municipalities were visited and 11 FGDs with males, 11 FGDs with females and 2 FGDs with children were conducted. A total of 50 males and 37 females were interviewed as part of the household interviews.
- Interview with secondary stakeholders (e.g. relevant government officials, UN, INGOs)

Overall, the evaluation employed the UNOCHA cluster-based objectives in the assessment of results and ALNAP Quality Proforma to ensure coherence with assessment and reporting of humanitarian practice as well as ACT M&E policies. The specific criteria and questions included in the TORs were as follows:

<b>Achievements</b>
a. How relevant, in terms of relevance, appropriateness and timeliness, are the ACT members' interventions to the needs, expectations and priorities of the affected population & local partners?
b. Were the interventions and outputs of the programme consistent with the overall goal and the attainment of its objectives? What were the major factors influencing the achievement or non-achievement of the objectives and outcomes?
c. What was the outcome (both intended & unintended, positive & negative) in saving and protecting lives, assisting people towards longer-term recovery and reducing future vulnerability?
d. What innovations or new systems have organizations developed to enable them to assess

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needs and monitor the outputs and outcomes of their programs with the Nepal Earthquake?

e. Have there been any joint initiatives by ACT members outside of NPL151 in earthquake response? What is the overall impact of such initiatives that complement NPL151?

***Quality & Accountability***

a. Did the programme comply with the principles of the Code of Conduct of the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief (e.g. in terms of impartiality, non-discrimination, independence, participation) and the Sphere minimum standards. Were accountability issues (including Core Humanitarian Standard, (CHS)) given due consideration.

b. To what extent have rights holders been engaged at each stage of the intervention in terms of input and feedback? How have organizations adapted their accountability practices and complaints mechanisms to the context?

c. How are organizations that work through partners or even direct implementers ensuring that accountability and other standards are being adhered to, particularly where these are relatively new?

d. Did ACT staff and their partners have sufficient knowledge and training to do their work efficiently and effectively?

***Gender, protection & cross-cutting issues***

a. How successfully have ACT members' assessments enabled them to identify the most vulnerable? What processes have they employed for the selection of beneficiaries? Considerations should include specific vulnerable individuals such as the elderly; persons with disabilities; female headed households and children. Were procedures used for needs identification and targeting appropriate and transparent?

b. To what extent did the assistance address different protection needs and priorities of women, men, girls and boys through gender sensitive programming?

c. How does the ACT response support the local structures (state, local NGOs, churches) in such a way that they would be better prepared to respond should disaster strike again?

d. What measures did the ACT Forum or ACT organizations put in place to ensure the prevention of sexual exploitation and abuse?

***ACT policies, coordination and capacity***

a. How effective was the ACT Secretariat in facilitating and coordinating the response efforts – within RMs and other ACT members working in Nepal for earthquake response?

b. How did the ACT Nepal programme optimize the value of ACT Alliance's joint appeal system to create greater impact? Were appropriate synergies, institutional platforms and existing national strategy used to leverage ACT response?

c. How are organizations addressing the issue of coordination and what leadership are they demonstrating with regards to the challenges?

d. Assess the effectiveness of the collaboration/coordination and coordination mechanisms among ACT members/partners of ACT Alliance as well as with other stakeholders.

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e. Were the needs and priorities of the affected population, ACT donors and policy standards of ACT Alliance met?

f. What were the strengths, weaknesses and opportunities of ACT visibility in a multi-actor ACT response?

g. How was the coordination with UN clusters and other external mechanisms? Was it possible to utilize the ACT forum structure to better participate and influence those platforms?

### **Limitations**

The main limitations faced were as follows:

- Rains and bad roads increased the time needed to reach communities and reduced the time that could actually be spent in the communities
- The evaluation coincided with the agricultural season, with the result that many people were away in the field and could not be interviewed
- The remoteness of field sites meant that more time was spent on road than within communities
- Vehicle quality in field was variable, especially given the bad roads and the rainy season and in one case meant that one VDC could not be visited.

It is recommended that future external multi-agency evaluations under the ACT Secretariat umbrella in Geneva include in the ToRs interviews with ACT Secretariat in Geneva as well as head office representatives from relevant ACT agencies in order add depth to the external evaluation.

## **C** **HAPTER 3: Findings**

This chapter provides the findings of the evaluation along the DAC criteria included in the TORs. However, the sequence of the questions and their placement under the headings has been changed in some places to enhance the flow of the discussion and to reduce repetitiveness. The findings are based on triangulation of information from various sources of information mentioned in the last chapter. In line with TORs, the findings generally relate to overall Alliance performance rather than individual agencies performance. Data from household interviews is segregated according to gender in some places to provide a clearer idea of the differential outcomes of the work for men and women.

### **Achievements**

#### **a. How relevant, appropriate and timely were the ACT members' interventions to the needs, expectations and priorities of the affected population?**

The affected populations expressed a high degree of satisfaction with ACT member programs in terms of the quality, quantity and timeliness of the services received as reflected below by responses given during the household surveys.

Percentage saying "Yes"	
1. Are you satisfied with the quality of services?	99%
2. Are you satisfied with the quantity of services?	86%
3. Are you satisfied with the timeliness of services?	91%

The satisfaction with the quantity of services is a bit lower than the other two aspects though still very high. But this is understandable given the huge needs and the limited budgets of agencies. In most cases, the quantities distributed by ACT agencies were based on guidelines issued by the government and UN clusters.

The information collected during FGDs provided greater insights about people's perceptions about the different services provided by ACT agencies. For example, in the relief phase, the food packages were generally found to contain items of good quality which are generally consumed by local populations culturally. The packages generally lasted for around 15 days for an average family and complemented food assistance provided by the government and other groups as well as local production. The NFI packages included tarpaulins and household items which households desperately needed to build immediate shelter and a semblance of comfort. During the recovery phase, the most common intervention was the distribution of CGI sheets or equivalent cash to build a temporary shelter. While people felt that the number of CGI sheets was not adequate (it was determined by the shelter cluster), it still helped them gain some shelter during the rainy season. Those given conditional cash to buy CGI sheets however felt that it would have been better to give CGI sheets in-kind as it would have been more

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convenient, especially for highly vulnerable families like disabled people, for whom it was difficult to go to the market and bring the sheets back to their homes in distant and mountainous areas. School administrators in Lalitpur and Bhaktapur complained that the temporary schools constructed did not last long enough until semi-permanent schools could be constructed. But even they appreciated the overall support provided by the relevant ACT agencies.

**b/c Were the interventions and outputs of the programme consistent with the overall goal and the attainment of its objectives? What were the major factors influencing the achievement or non-achievement of the objectives and outcomes? What was the outcome (both intended & unintended, positive & negative) in saving and protecting lives, assisting people towards longer-term recovery and reducing future vulnerability?**

A review of the individual intervention plans of the member agencies mentioned in the Appeal reveals that three main goals and objectives underpinned the responses of all agencies: saving lives, facilitating early recovery and reducing future risks. The programmes and activities visited by the evaluation team all were consistent with one or more of these overall goals. For example, in the relief phase, agencies generally distributed food and NFI packages (including tarpaulins) which helped save lives. In the first four weeks of earthquake, ACT Alliance members in Nepal were engaged in emergency, life sustaining activities, distributing ready-to-eat food and two week food rations to 34,207 households; NFIs to 41,541 households; tarpaulins for emergency shelter for 33,398 households; and family water treatment and personal hygiene kits to 12,021 households in coordination with Nepal Government and District Disaster Relief Committees (DDRCs). ACT members diversified their relief packages based on people's needs and cluster recommendations.

Subsequently, agencies focused on a variety of activities in the early recovery phase which included distribution of CGI sheets to facilitate immediate recovery in the shelter sector; rehabilitation and construction of water points and latrines, and provision of income generating support to facilitate income recovery. The Alliance members provided support to over 100,000 earthquake-affected households through shelter, WASH assistance, diversified livelihood, psychosocial support, education and capacity building initiatives. Agencies also provided trainings in DRR, PSS, hygiene promotion and construction work which all helped in reducing future risks. The main achievements in these areas were as follows:

<b>SN</b>	<b>Sector</b>	<b>Key achievements</b>
1	Shelter	<ul style="list-style-type: none"> <li>• A total of 47,177 HHs received material support for emergency shelter, 11,593 HHs cash support for transitional shelter and 206 HHs got 2,000 USD for permanent house construction as per the government guideline.</li> <li>• 30,814 temporary shelters were supported and 16,758 families were winterized.</li> </ul>
2	WASH	<ul style="list-style-type: none"> <li>• Over 50,000 families received some form of WASH assistance. Data</li> </ul>

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	assistance	<p>compiled by ACT Nepal Forum secretariat shows that a total of 47,391 HHs have received hygiene kits in earthquake-affected district while 39,115 HHs have benefited from NFIs. ACT Nepal forum reached to 43,847 HHs with food basket support.</p> <ul style="list-style-type: none"> <li>A total of 93 drinking water schemes were reconstructed and 10,504 families have access on potable water. More than 9,477 HHs constructed permanent latrine and 141 community latrines were constructed. 178 semi-permanent school latrines installed, separate latrines for boys and girls were built. 1,453 hygiene promotion events were organized and 33,283 individuals participated in them. 15,080 school children were reached with WASH activities. 178 hygiene kits were distributed to 170 TLCs and hygiene promotion training was organized. 89 Water Filters were distributed to provide safe drinking water to schoolchildren. 146 school hand-washing facilities were installed in TLCs.</li> </ul>
3	Diversified livelihood	<ul style="list-style-type: none"> <li>More than 60,000 HHs received agriculture support to restore and diversify their livelihood including 31,037 HHs which received agriculture tools/materials and 13,042 HHs cash.</li> <li>In livelihood recovery, 33 irrigation schemes were restored and 3,380 HHs were benefited. 2,350 HHs received micro-credit and 1,110 HHs were linked with market. 1,190 HHs benefited from agricultural road repair and maintenance. 3,520 HHs received farm-based and 1,125 HHs received off-farm based training. 18 grinding mills (water mills) were restored and 1,107 HHs benefited from them. 305 HHs benefited from the reconstruction of steamer for local paper industry. 43,627 HHs received some form of livelihood recovery support from ACT members.</li> </ul>
4	Psychosocial support	<ul style="list-style-type: none"> <li>19,736 people participated in psychosocial counselling activities and 17,331 people participated in recreational activities.</li> <li>In psychosocial support component, 2,408 individuals participated in ToT for PSS counselling. 55 community groups/networks were formed to protect people from trafficking or other problems. 10 free spaces for women and 5 free spaces for children were built. Nearly 40,000 people participated in recreational and counselling activities.</li> </ul>
5	Education	<ul style="list-style-type: none"> <li>A total of 16,897 students are studying at Temporary Learning Centres.</li> <li>In education, 170 TLCs were constructed and 16,897 students re-joined their class/study in these TLCs. 512 teachers received the education in emergencies (EiE) training. 2,159 educational material kits were distributed in TLCs and schools.</li> </ul>
6	Capacity	<ul style="list-style-type: none"> <li>In DRR, 22 community-based DRR training were conducted and 5 VDCs organized simulations drills. 15 VDCs or municipalities were</li> </ul>

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	building	trained in DRR activities, and they have developed disaster risk reduction plans.
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DiakonieKatastrophenhilfe (DKH), and Christian Aid (CA) engaged in earthquake response in Nepal outside of the appeal covering additional four new districts namely Kaski, Ramechhap, Tanahun and Chitwan beyond the NPL 151 Appeal districts. With support of DKH, over 30,000 families have been reached through emergency relief and early recovery activities outside the appeal implemented in Gorkha, Dhading, Sindhupalchok, Dolakha and Kaski. The assistance included emergency and temporary shelter, NFIs, food security, livelihood and WASH support. It has been supporting recovery and rehabilitation projects in Lalitpur, Sindhupalchowk, Dolakha, Kavre and Dhadingtoo for housing reconstruction, community infrastructure, WASH, livelihood support and DRR.

CA reached more than 100,000 people with vital emergency supplies across the worst-affected areas in Sindhupalchok, Gorkha, Dhading, Dolakha, Kathmandu, Bhaktapur and Rasuwa. In the beginning of the emergency response, it distributed tarpaulin (emergency shelter) to 18,351 households, hygiene kits to 10,038 households, water purification tablets to 20,043 households and food items to 11,472 households. Similarly, it provided temporary shelter support along with mason training to 5,813 individuals, WASH support to 62,452 individuals, livelihood support to 1,413 households and MPG cash grant to 2,776 individuals. As part of Nepal Earthquake Recovery Project, CA provided shelter support to 764 HHS (3,566 individuals) in Sindhupalchok district and cash support of Rs 5,000 to 574 HHs for shelter construction.

A total of 896 HHs (4,306 individuals) received toilet support and 763 HHs (3,563 individuals) winterization support. In various VDCs of Sindhupalchok district, 10 water users groups were also formed covering 457 HHs (2,193 individuals). It also organized various software training and awareness raising programmes in shelter and WASH sectors in all the working VDCs. 23 masons and carpenters received Training of Trainers (ToT) for shelter beneficiaries and 611 individuals received shelter orientation. In WASH, 27 individuals received hygiene promotion training and 110 community volunteers also benefitted from this programme. WASH promotion orientation benefitted 1,689 individuals.

FELM was engaged in shelter, PSS, NFIs, WASH and livelihood activities in Gorkha, Dhading, Ramechhap, Dolakha, Makawanpur, Tanahun and Chitwan districts. It reached 5,282 HHs for temporary shelters, 1,467 HHs has access to safe drinking water, 5,583 HHs received vegetable seeds and farming tools and 1,751 individuals received psychosocial support as a response in earthquake.

Feedback from the household survey reveals that the agencies were highly successful in meeting all three goals from the point of view of the affected communities as follows:

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Percentage responding "Yes"	
Did the services help in saving lives for your household?	95%
Did the services help in bringing long-term recovery for your family?	95%
Did services help in reducing future disaster risks for your family?	98%

The main challenges faced by the agencies were as follows:

- The highly isolated nature of the affected areas and poor roads which in many cases meant 4-5 hours of travel one way
- The immediate inception of the rainy season after the earthquake which further reduced access to communities
- The inexperience of partner agencies in implementing response to such a massive disaster compounded by the severe competition for qualified staff among all agencies
- The lack of clarity on government policies, especially with respect to permanent housing, the non-friendly attitude adopted towards INGOs, delays in custom clearance
- The blockade on the Indian border which severely affected the availability of critical supplies and led to high inflation
- Absence of elected local government since 2002 which affected the quality and capacity of local structures available to work with
- Turnover of government officials leading to poor institutional memory

These challenges affected the ability of the agencies to meet targets and the final status of Appeal budget utilization is as follows with the non-expenditure being largely due to lack of clarity from the government on permanent housing as a consequence of which the related budget lines were shifted to NPL 161:

ACT members	Received amount in USD	Expenses in USD	Balance in USD
<b>DCA</b>	4,650,655	3,762,856	887,799
<b>FCA</b>	1,210,981	1,136,683	74,298
<b>ICCO</b>	617,122	591,269	25,853
<b>LWF</b>	6,196,573	3,165,604	2,965,889
<b>LWR</b>	1,135,101	911,352	223,750
<b>Evaluation</b>	65,080	28,596	36,484
<b>Forum Nepal</b>	25,000	12,508	12,492
<b>In total</b>	<b>13,900,512</b>	<b>8,472,185</b>	<b>4,226,565</b>



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Source: Final Narrative Report, June, 2016

### **d. What innovations or new systems have organizations developed to enable them to assess needs and monitor the outputs and outcomes of their programs with the Nepal Earthquake?**

Joint need assessment through mobile phone based apps AKVO (ICCO), MAGPI (DCA), and use of common templates of IRA, MIRA for data collection were innovative assessments systems developed and used jointly by the ACT members. Furthermore, ICCO supported all ACT members with AKVO and RSR technology for collecting case stories from the field. This is a strong and effective medium for sharing progress on a regular basis with all humanitarian organizations. FCA jointly developed DRR/WASH training manuals (Activity Books 1 & 2) which were published by Department of Education, and National Centre for Education Development distributed them to Temporary Learning Centers and Child Free Space. In addition, ACT agencies also used innovative techniques for monitoring like embedding its own staff at district partner offices and funding partners to recruit village-based Field Officers. Finally, some agencies also used Transparency boards and social audits as innovative practices to involve the communities in monitoring.

### **e. Have there been any joint initiatives by ACT members outside of NPL151 in earthquake response? What is the overall impact of such initiatives that complement NPL151?**

ACT Alliance members were successful in leveraging additional funding from ECHO under HIP (2015) where LWF, DCA, ICCO and CA were the consortium members. The action aims to firstly address shelter needs by providing cash, shelter materials and technical assistance, allowing affected households to build back better and increase their resilience to future disasters. Additionally, the action will assist beneficiaries to improve household sanitation as part of an integrated shelter approach as well as providing access to water and hygiene services at the community level. In addition, LWF and DKH obtained Euro 2million jointly to contribute to the recovery of most vulnerable communities affected by earthquake in Kavrepalanchok district through improved permanent shelter, WASH facilities and livelihood assistance with "build back better approach". Beside this, LWF also implemented a number of relief and early recovery related projects with the support of Amity Foundation, Evangelical Lutheran Church in America (ELCA), Christian Aid (CA), Canadian Lutheran World Relief (CLWR), Islamic Relief World Wide (IRW), Korean Diakonia / World Diakonia, The Indian Orthodox Church - ICON Charities, Canadian Food Grain Bank, Primate's World Relief and Development Fund (PWRDF), LWR, UNHCR and IOM in Rasuwa, Kathmandu, Lalitpur, Bhaktapur, Sindhupalchowk and Dolakha districts. These projects were not visited by the evaluation team due to the limited time available.

### **Accountability and quality**

**a. Did the programme comply with the principles of the Code of Conduct of the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief (e.g. in terms of impartiality, non-discrimination, independence) and the Sphere minimum standards.**

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The evaluation team found strong adherence to the NGO Code of Conduct, especially its provisions related to impartiality, non-discrimination and independence. Despite their strong Church affiliations, the agencies were found to be working under the guidance of the humanitarian imperatives and distributing services based on the criterion of need. As the section on the targeting of the most vulnerable below shows, agencies went out of the way to try to reach the most vulnerable, often conducting their own assessments to overcome the problem with government targeting. Where errors occurred in some cases, it was not due to intent but the challenging working environment. Although evaluators heard complaints about 1-2 non-ACT church-based agencies with regard to attempting to convert people, we did not hear such complaints about ACT agencies.

**b/c Were accountability issues including Core Humanitarian Standard, (CHS) given due consideration? To what extent have rights holders been engaged at each stage of the intervention in terms of input and feedback? How have organizations adapted their accountability practices and complaints mechanisms to the context? How are organizations that work through partners or even direct implementers ensuring that accountability and other standards are being adhered to, particularly where these are relatively new?**

All agencies invested time and energy in ensuring accountability, participation, and transparency with communities as the results below show:

Percentage saying "Yes"	
Did the agency seek the advice of your household in its programs?	91%
Did the agency seek the advice of women in your household?	83%*
Did the agency provide a system for making complains?	87%
Was it useful?	71%
Did the agency provide enough information to get relief and support?	95%

*\* Detailed segregated analyses under Gender section as women answered they have been less involved in response.*

Thus, satisfaction on most accountability parameters is very high, in the range of 80-90%. The only parameter with relatively lower rating relates to the utility of the complaint mechanisms. Almost all agencies have instituted complaint boxes at the VDC level. However, FGD discussions reveal that people are a bit reluctant to use such written complaint mechanisms, partly due to illiteracy and partly due to the fear of reprisals against written complaints. People were generally more comfortable with face to face methods of making complaints and using complaint telephone lines (especially when the telephone number is not of the implementing agency but VDC officials) since mobile phone coverage is high. Beyond complaint mechanisms, some agencies also utilized transparency boards which clearly mentioned the details of the services being provided within the community. These were highly appreciated by communities. Some agencies also undertook social audits where the communities performed audit and evaluation of the project activities with the help of facilitators, which were well appreciated by communities. The evaluation team did not notice in any major problems in getting partners to

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use such accountability mechanisms as many of the partners had a development background where the use of such practices is higher than in emergency situations.

### **d. Did ACT staff and their partners have sufficient knowledge and training to do their work efficiently and effectively?**

As the partner NGOs had little or no prior experiences in emergency response and working with multiple donors, it was quite challenging for them to fulfil donor's requirements. There still existed issues of quality and timely reporting. It was equally challenging for monitoring of the staff which were dedicated for the particular project. This complicated the coordination in the initial phase of the response. The complicated reporting requirements caused significant pressure on senior staff's time that could have been otherwise efficiently utilized. In many instances, senior staff of the ACT members and their partner NGOs solely engaged to fulfil donor requirements in reporting rather than allocating quality time for field program. ACT members HQ acknowledged such problems and sometimes seconded their senior and experienced staff to manage reporting requirements, which contributed a lot. As those newcomers had limited familiarity about the local context, reporting was often affected. To reduce the burden of partners NGOs, the ACT Secretariat could have advocated with the back donors for developing simple, short and common reporting requirements. Some partner NGOs were overstretched given the heavy workload, nature of work and time available for the work against the number and capacity of staff. In some cases, there was also inadequate clarity on how to balance autonomy of partner NGOs with ACT members and donors expectations. In few cases, there was a tendency of transferring the risks from ACT members to partner NGOs and vice versa rather than sorting out the risks at the source amicably. There also existed lack of a common approach to following up the performance of partner NGOs. ACT agencies undertook steps to resolve these issues by embedding their own staff in districts with partners to help them undertake project activities and also by arranging joint trainings in areas like SPHERE, emergency logistics and procurement etc. to overcome the lack of capacity.

### **Gender, protection & cross-cutting issues**

**a. How successfully have ACT members' assessments enabled them to identify the most vulnerable? What processes have they employed for the selection of beneficiaries? Were procedures used for needs identification and targeting appropriate and transparent? Considerations should include specific vulnerable individuals such as the elderly; persons with disabilities; female headed households, single women, orphans, chronically ill, pregnant, lactating mothers.**

According to ACT agencies, the identification of the most vulnerable has been all encompassing, transparent, and appropriate. This was done by utilizing a participatory approach while conducting own assessments going door to door utilizing data collection tools such as AKVO (ICCO), MAGPI (DCA) and KOBO (CA), and triangulating the information by

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using government reports/identifications/criteria lists, information boards, radio programs, discussions with Ward Citizen Forums (WCF) and DDRC. ACT Alliance received acknowledgements at district level for targeting remote areas, and thus reaching the most vulnerable. The initial blanket approach was used during the relief phase of the emergency distributing essential basic need items such as NFIs, food, water, etc. with the ultimate goal of saving lives and reaching all. Considering that ACT agencies have limited funds and work to reach the most vulnerable, a targeted approach in the recovery phase functioned as a natural follow-on after the blanket relief distribution. By utilizing the target approach, ACT agencies aimed to reach the most vulnerable and unreachable.

The results from focus group discussions (men and women interviewed separately) and household surveys below shows that while almost all respondents feel that the people targeted were the most vulnerable, some vulnerable people may have been left out. Frequently, female respondents were less positive to the question than men about being consulted, involved and participatory in the project process.

Percentage saying "Yes"	Males	Females	Total
Has agency helped the most vulnerable people in the VDC?	98%	100%	99%
Were there needy groups/individuals that did not receive support?	40%	41%	40%
Did the agency seek the advice of your household in its programs?	98%	81%	91%
Did the agency seek the advice of women in your household?	98%	62%	83%

Focus group discussions reveal that targeted distribution became a divider rather than connector in some ACT target communities. Some members of DDMCs have even refused support even though they have been selected as part of those most vulnerable due to fear of being blamed of being biased. The target approach utilized in the recovery phase by the government (which issued red cards to people it considered most needy), the formula adopted by the UN clusters and organization's limited budget and ability to respond are factors which affected the inclusion of all members of the community identified as most vulnerable. In one area (Marbu) the ACT implementing partner made the selection based on the information from the WCF which was not participatory according to beneficiaries. In some villages (Sanote Village) the most vulnerable were not chosen as the selection was conducted centrally. Some of the most vulnerable did not receive the service intended due to political bias (Sanote Village) according to answers given in focus group discussions. Challenges also arose during the process of choosing areas and numbers of temporary learning centers. The data received on number of students from the government was deemed incorrect (180 rather than the actual 120 pax) only after the number of temporary learning centers already had been decided upon.

However, it should be noted that upon complaints received from the target community, ACT implementing partners have conducted further participatory assessments with the approval of the central local government and included those most vulnerable outside the government list.

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AKVO real time assessments were able to identify community members left out from the initial government selection process even though these members of the community had fulfilled the criteria, and these individuals were thereafter included in the ACT response. LWR, LWF and DCA conducted a Beneficiary Satisfaction Survey and Post Distribution Monitoring with beneficiaries after the response started, in which the results highlighted the absence of persons with disabilities and single women. The ACT agency was thus able to change its design and 6 months later the survey showed the inclusion of the aforementioned groups. Some ACT agencies (DCA, LWF) addressed unintended outcomes and chose to incorporate mediation within their psychosocial trainings in order to decrease tension in communities. Results show the trainings lessened tension.

In this respect, ACT agencies and partner organizations are recommended to take further steps to include and involve women in the selection processes of vulnerable groups. It is also recommended that agencies initially verify the data received from the government, but also conduct re-verifications after the first distribution and/or activities in order to establish if the most vulnerable had in fact been reached. It is also of utmost importance to provide information and involving all sections of the community, both beneficiaries as well as non-beneficiaries, in order to explain the rationale behind the selection and in this way avoiding confusion, sense of biased selections as well as reducing risks of tension.

### **b. To what extent did the assistance address different protection needs and priorities of women, men, girls and boys through gender sensitive programming?**

Overall, ACT agencies and partner organizations have included different protection needs and priorities of women, men, girls and boys through gender sensitive programming, partly through participatory assessments but also by altering the design of program after having feedback from beneficiaries. Women's rates of participation within the decision-making of communities have increased since the start of ACT Alliance training programs according to feedback from both women and men in target areas. The focus group discussions report the trainings have built the capacity and strengthened the confidence of women and have enabled them to voice their opinions to a larger extent than prior to the earthquake. The attendance of women at village level meetings has also increased. ACT agency gender sensitive programming has also strengthened women's capacity, confidence and ability to part take to a larger degree in a variation of establishments, for example agricultural cooperatives. By utilizing and working with existing female group structures, such as Female Community Health Volunteers, ACT agencies and partner organizations were able to reach women in the community who were reluctant to raise their concerns directly to the partner organizations but were more comfortable to raise concerns through the existing structure that had been in place since before the earthquake. The trainings conducted by ACT agencies and partner organizations have particularly strengthened women participation in the community. Focus group discussions have highlighted that the trainings have led to changes in people's mind sets, and in one community there had been a clear improvement in the behaviour of men towards women.

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But still, from the answers to the household surveys, it seems women in general are less satisfied than the men. The specific questions where the discrepancy was higher than 10% between the answers from women and men are herein analysed below:

Percentage saying "Yes"	Males	Females	Total
Are you satisfied with the quantity of services?	98%	70%	86%
Are you satisfied with the timeliness of services?	98%	81%	91%
Did the agency seek the advice of your household in its programs?	98%	81%	91%
Did the agency seek the advice of women in your household?	98%	62%	83%
Did the agency provide a system for making complains?	98%	73%	87%
Have disabled people needs been addressed in a dignified manner?	98%	76%	89%
Was there any unintended harm from this help for your family?	2%	46%	21%

The answers indicate that women have been less involved in the assessments, design and activities. Furthermore, men believe women have been more involved in the response than women answer they themselves have been. Women are less satisfied than men with the quantity and timeliness of services; women are less aware of the complaints mechanisms in place; women have been asked advice to a lesser extent than men; women report more unintended harm than men; and to a higher degree women report that the needs of people with disabilities have not been addressed in a dignified manner.

It is also vital to consider the protection needs of people with specific protection needs, e.g., persons with disabilities, elderly, female headed households, pregnant, lactating and single women, orphans and so forth. The following responses from the household survey shows that the needs of these different groups have been satisfactorily addressed though women felt somewhat less strongly about the needs of disabled people being met adequately.

Percentage saying "Yes"	Male	Female	Total
Have women's needs been addressed in a dignified manner?	98%	100%	99%
Have men's needs been addressed, in a dignified manner?	98%	100%	99%
Have children's needs been addressed, in a dignified manner?	98%	100%	99%
Have elderly people needs been addressed in a dignified manner?	98%	95%	97%
Have disabled people needs been addressed in a dignified manner?	98%	76%	89%

In ACT Alliance initial stages, persons with specialized protection needs have been pinpointed as vulnerable as well as included in assessments, in the design of projects and in general trainings. ACT agencies (LWR and LWF) provided special attention to the protection needs of persons with disabilities as well as elderly when distributing food and NFIs during the relief phase by first ensuring they were provided seating, water and shade whilst waiting for the material to arrive at the distribution point but also ensuring these groups received the items

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before the rest of the community. Some ACT organizations (LWF through psychosocial support trainings and ICCO through their mainstreaming of ACAP Inclusion Guidelines and utilizing ICCO's Accessibility Checklist) have indeed included specialized trainings for elderly and persons with disabilities. Gender sensitive hygiene kits and accompanied hygiene trainings have been highly appreciated by women. Comments and reports by women show positive results not only on an output level in changed behaviour during menstruation but also at an impact level, entailing improved health relating to menstruation. In regards to protection needs of girls, ACT agencies have constructed latrines at schools in line with Sphere standards as well as developed a manual for the protection of girls in the classroom, along with ensuring TLCs are accessible to children with disabilities building a ramp to the entrance (FCA). ACT agencies (CA and LWF) have also taken into consideration women's protection needs in regards to private washing facilities. One ACT agency (CA) has by adding two CGI sheets to the construction when building latrines created an additional space for women to wash in private. Further, another ACT agency (LWF in Badung, Baramchi, Sindhupalchowk) has constructed a private washing space beside the community water tap enabling women to wash in private.

However, it is recommended to have programs developed and adapted especially for vulnerable groups and include more focus on psychosocial support trainings adapted towards the individual group with specific protection needs. ACT agencies are also advised to explore possibilities to include special components into their program for specific groups and to examine training curricula already in place within the ACT Alliance network in Nepal on such issues in order to ensure efficiency. ACT agencies and its partners are also advised to share good practices within the Alliance such as FCA's manual for the protection of girls in the classroom in their target areas. ACT agencies are also advised to enhance the involvement of women and their satisfaction with project activities.

### **c. How does the ACT response support local structures (state, local NGOs, churches) in such a way that they would be better prepared to respond should disaster strike again?**

Where possible, ACT Alliance response utilized and strengthened already existing social structures rather than creating new structures. Such an approach strengthened the capacity of such structures to deal with future disasters. In particular, ACT agencies have worked through and collaborated closely with local structures such as VDC, WCF, and DDMC and in this way strengthened their capacities and coordination habits. All ACT agencies also report to have trained partner organizations in order to be better prepared should another earthquake occur. There is however a need to conduct capacity building for both ACT agencies and partner organizations in qualitative monitoring and evaluation tools as staff members have voiced concerns over measuring correct results.

The trainings ACT agencies have provided, such as on disaster risk reduction, psychosocial support, livelihood, WASH, masonry and carpentry, to local structures have strengthened their capacity to withstand future disasters. In regards to livelihood support, apart from the trainings and distribution of cash in order to purchase goats and so forth to families, ACT Alliance

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agencies have also worked with and donated in kind harvesting equipment to community groups, enabling access to the equipment to a larger number in the community. This also strengthens their capacity to respond should disaster strike again. According to focus group discussions, the psychosocial trainings have enabled beneficiaries to “feel stronger as individuals, better prepared and able to tackle any problem. The psychosocial support training has provided a platform of relief.” Further, the healing process would have taken much longer time according to beneficiaries had they not received the Community Based Psychosocial trainings. Psychosocial support trainings are also recommended for traditional healers and Female Community Health Workers (as conducted in Dolakha, Marbu) as these groups are seen as change agents and therefore often approached by people with concerns over their health. In this area, psychosocial trainings were also given to youth groups, elderly groups and teachers. All had been adapted to the individual need of the group and therefore the impact of the training became greater than had only a generic psychosocial training been given. In one community the psychosocial training was appreciated so much that they would rather chose psychosocial trainings over two more CGI sheets, if given the choice. The hygiene promotion trainings have also improved the hygiene habits of people for future disasters.

The masonry and carpentry trainings have provided further and deeper skills in the construction of earthquake resistant houses, which has strengthened the community as a whole and increased the chances to survive another earthquake. However, it is important to note the unintended outcomes of such trainings. Reports indicate that some newly trained carpenters have migrated to areas, projects and even other countries with their newly acquired skills as the wages for skilled laborers are higher elsewhere. Requests were voiced in focus group discussions to find solutions and innovative trainings in order to reduce the need to travel outside for a secure income. However, in future IGA skills trainings, attention must be paid to relevance and appropriateness for the market. Rather than providing target communities with the general and usual IGA skills trainings such as soap making, knitting and so forth, it is recommended to analyze the market and find activities which have high demand in the market but few skilled persons. ACT agencies could also conduct variations for 2-3 members and thereby provide different skills in one community to decrease competition and increase demand of their specific services. Furthermore, ensuring access to a viable market is also of essence.

In many VDCs, ACT agencies and partner organizations have together with the community developed a disaster risk reduction plan. However, other areas do not have a contingency or an evacuation plan with the consequence that such communities will be slow to evacuate in future disasters. ACT agencies are recommended to include this DRR component when working to support local structures, where there are no DRR plans.

### **d. What measures did the ACT Forum or ACT organizations put in place to ensure the prevention of sexual exploitation and abuse?**

According to focus group discussions and consultations with partner organizations and ACT agencies in Nepal, there have been no reports on sexual exploitation or abuse among



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communities, and no reports from target communities within ACT of sexual abuse from ACT agencies or partner organizations. One ACT agency (LWF) conducted a two-day training on trafficking for beneficiaries. The training was appreciated although there were no trafficking activities in the area according to feedback. One agency (FCA) reported an incident of 60 missing children to local officials. The agency included thereafter an orientation on how to identify unknown persons in the schools and how to report such incidents.

All ACT employees and partner organizations have in their contracting included mandatory signing of the Code of Conduct. All organizations are aware of the existence of the CoC. However, there is variation in the extent to which the understanding of the contents is properly understood within the organization and by the individual employee. Certain partner organizations are not aware of the contents of the Code of Conduct even though they had signed it, nor clear about what measures were to be taken should a complaint arise within ACT agencies' structure. There was not a clear understanding of the standard procedure and whom to contact or report to, eg the name of protection officer or officer appointed within ACT agencies to deal with such cases.

There was a sexual harassment case reported recently regarding an ACT staff member in Nepal. The ACT agency in question dealt with the complaint and report in a serious and direct manner and followed its zero tolerance policy and the staff member was dismissed promptly. The case was reported to ACT Alliance Regional Office in Bangkok and forwarded from there to ACT Security Coordinator in Geneva.

ACT agencies and its partner organizations are recommended to ensure all staff members have sound knowledge of the contents of the Code of Conduct. It is advisable to conduct orientations, reorientations and follow-ups on the CoC for both ACT members and its partner organizations in order to ensure a clear understanding of the CoC and what consequential steps would be taken should breaches of the CoC occur.

### **ACT policies, coordination and capacity**

#### **a. How effective was the ACT Secretariat in facilitating and coordinating the response efforts – within RMs and other ACT members working in Nepal for earthquake response?**

The evaluation finds that the ACT Secretariat in Geneva was effective in facilitating and coordinating the response efforts in Nepal through a quick review of the context and immediate decisions. ACT members highly appreciated the ACT Secretariat's immediate response which was helpful in developing the Appeal and improving the program quality. The ACT Secretariat proactivity enabled the alliance to issue the Alert within 24 hours and promptly prepare the 5 days Appeal. Each of the ACT Alliance headquarters immediately got in contact with Geneva and utilized their contacts for prompt actions e.g., commissioning joint need assessment, mobilizing resources, developing visibility protocol, communicating and building capacities. The Secretariat reviewed the alert quickly, provided feedback and finalized the Alerts including timely uploading them and linking the Appeal to other donors.

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ACT Secretariat also mobilized the Alliance members for improving the quality of sectoral response. For example, NCA was assigned responsibility for WASH standards and Church of Sweden for fostering psychosocial support (PSS). The ACT members' international HQ staff helped in sharing international protocols like Red-cross code of conduct, CHS, Sphere, PSS and security, and educated field staff in using those protocols while developing the Appeal.

It was reported that disbursement of budget was slow in the initial period of the response but was on time in the subsequent phases. As a result of slow disbursements, a few ACT members were not able to expedite the response work and faced criticism from the districts. However, they mobilized some resources from their reserve fund and resources arrived from their HQ. It was felt that to fill such funding gaps, the ACT member's international HQ staff should maintain larger strategic emergency funds. The Secretariat also needs to advocate for more flexible money from donors in term of activities and timing.

The majority of the ACT members felt that the Appeal format was too long and complicated (the back donors had developed the format template, not the ACT Secretariat). The format demanded too much information and details which are difficult to get given the short timeframe. The urgency of the issue in hand demands simple and short templates and formats. It was also suggested that if the key Act Alliance members were trained beforehand in expediting the appeal process, they could come up with good Appeals in relatively short time frame.

### **b. How did the ACT Nepal programme optimize the value of ACT Alliance's joint appeal system to create greater impact? Were appropriate synergies, institutional platforms and existing national strategy used to leverage ACT response?**

The ACT Alliance was instrumental in generating greater impact in several ways. The role played by ACT Alliance Nepal Forum Secretariat (established in 2010) was crucial in creating such impact since it was proactively inspiring and preparing ACT members for joint Appeal and collaborative work. Three ACT members (LWF, ICCO, DCA) provided leadership for the institutionalization of the Nepal Forum. LWF has been facilitating this forum following this earthquake. The Nepal Forum has not only increased the visibility of ACT Alliance at the national level, it also has helped in optimizing the value of ACT Alliance's humanitarian standards for delivering quality services. The Forum contributed towards resource mobilization, information exchange and security coordination mechanism. ACT members met regularly and developed and submitted a joint appeal. The provision of three staffs (coordinator, monitoring and security) at ACT Nepal Forum Secretariat helped to translate the spirit of joint action and streamline the ACT Alliance work. ACT members felt that they had a stronger bond than that of INGOs working in Nepal because of Alliance's culture of joint coordination and collaboration.

ACT members felt that ACT Nepal Forum Secretariat provided opportunities to each of its members in sharing, learning and enriching experience. The experienced staff coming from the regional and head office helped in developing guidelines and manual which was useful in

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shaping up the emergency response towards desired direction. The Forum played a critical role in maintaining security, building capacities, developing and circulating guidelines, and doing advocacy. It also shared thematic expertise in shelter, WASH, and PSS during the response period. ACT Alliance members e.g., DKH and CA, who joined the Nepal's earthquake response only after the earthquake struck also got solid support from ACT Nepal Forum to quickly start operations. ACT agencies activated the emergency preparedness and response plan (EPRP) right after the earthquake. The Nepal forum facilitated the re-drafting/revision of EPRP and the development of standard operating procedure (SOP) for effective response.

The Nepal Forum also optimized and utilized the value of ACT Alliance's joint appeal, created greater impact and reduced duplication of the resources through coordination with UN clusters and other external mechanisms from day one of the Earthquake. DRR stakeholders in Nepal commended the level of collaboration and joint programming related to cash distributions, livelihoods, shelter and WASH since it was instrumental in meeting prioritized needs of beneficiaries. It was easy to streamline the joint collaboration through forum coordinator, joint monitoring coordinator, security manager deployed by NF Secretariat. An important outcome of the ACT Alliance was its advocacy for pro-CSO/NGO management guideline for the recovery and reconstruction phase. The Forum facilitated customs clearance and sorted out the problems faced in developing suitable policies for construction of permanent houses from National Reconstruction Authority (NRA) through joint advocacy. It also successfully advocated with the NRA to render it more INGO-friendly, and bring down the clause of minimum 500 permanent shelters to 250 for INGOs and 150 for NGOs. ACT Nepal Forum Secretariat had excellent coordination with government agencies, DRR stakeholders and the clusters for the initial needs assessment. The Convener of ACT Alliance Nepal Forum is also the chair of Association of International NGOs (AIN), and member of the high level committee of the government, which was instrumental for effective coordination. The forum also helped in developing the common platform for policy and programmatic advocacy. ACT Alliance made best use of already existing networks like *dalit* networks, food security network, federation of water and sanitation users Nepal, etc during the response and recovery phase which must be appreciated. Working with these networks and federation helped in selecting genuine beneficiary families, and fit into the response services timely and appropriately.

Despite many solid examples of 'true alliance', there is still some feeling of competition among the ACT Alliance members in terms of covering geographical areas, resource leveraging, building relationship with Nepal government, etc. This was also reflected during the evaluation consultation. As a result of such competition, it was difficult to prepare and use tools/templates for initial need assessment, post distribution monitoring, harmonize the information and contribute in single reporting system. In few instances, some ACT Alliance members were also reluctant to share information among themselves and also with their partner NGOs. As resource allocation for all five agencies was varied, it was also difficult to mobilize all of them with similar pace and spirit during the response and recovery initiatives.

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Though the level of coordination was excellent at national level, agencies did not fully coordinate with each other at district and VDC levels. One of the crucial reasons was absence of periodic review-and reflection between ACT member/partner NGOs. It undermined the opportunity of learning from each other's good practices. The project level coordination was in place but there still was absence of district-level programmatic coordination among the ACT Alliance members. Only the country directors used to meet once a month to share each other's updates and challenges at the macro level. It is worthwhile to have regular meetings among programme and operation staff for up-scaling the program quality.

### **c/d How are organizations addressing the issue of coordination and what leadership are they demonstrating with regards to the challenges? Assess the effectiveness of the collaboration/coordination and coordination mechanisms among ACT members/partners of ACT Alliance as well as with other stakeholders.**

The coordination and collaboration among the ACT members had induced many changes during the response and recovery phase. Joint initiatives like capacity building training, media advocacy, joint visibility materials (ACT NF website) and joint publication through ACT communication group not only helped for the collaboration and coordination but also fostered cross fertilization of knowledge among the ACT members and created synergies. Nepal Forum members also took advantage of sharing their areas of expertise and also feeding other members through joint capacity building. For example, training on procurement was facilitated by DCA and PSS training was organized by LWF. The provision of joint human resources at ACT Nepal Forum Secretariat has helped in producing common programmatic outcomes through the implementation of basic operating guidelines. Besides this, ACT Alliance organized humanitarian capacity building activities such as training on Core Humanitarian Standard (CHS) and Sphere orientation, Security and First Aid, and CASH transfer for its members. Nepal Forum also published the Nepali version of CHS and distributed to its members and their implementing partners.

Cross learning among ACT members took place although same tools/techniques and templates for monitoring was not explicitly used. For instance, ACT appeal log frame was a common monitoring tool for all. DCA and LWF used 'post distribution monitoring, and LWR used satisfaction survey to gauge the performance, which helped in mainstreaming the programme and also supported to contribute in NPL161. Unreached areas were reached, program costs reduced and resource duplication minimized owing to the meaningful coordination among ACT Alliance members. ACT members displayed an impressive ability to draw on their existing networks. This was evident in a rapid human resource expansion made possible by recruiting new staff from local partners or from networks of known former employees. Staff orientation and preparation processes were short and not fully systematized. This had a series of consequences during project implementation in terms of staff performance standards.

ACT members also faced several challenges during the programme implementation such as heavy staff turnover and unavailability of quality staff. Those challenges were mitigated through

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ACT Alliance members' good leadership quality. For example, to avoid the risk of staff turnover, they adhered to support each other for seeking the right candidate promptly and timely using the network. During response phase, all ACT members had adopted a 'blanket approach' of covering all beneficiary families but used 'targeted approach' during recovery and reconstruction phase because of resource limitations. But the government is still pushing for the 'blanket approach' in recovery phase too. The government's centralized system, unfriendly NGO guidelines, and delays in approval process created many challenges during recovery and reconstruction phase, which the Nepal Forum helped to overcome to a great extent through its advocacy efforts.

There were programmatic challenges during the emergency because none of the ACT Alliance partner NGOs had faced this scale of emergency prior to earthquake. The past experience of LWF on emergency response within and outside Nepal was helpful for other ACT members in setting the quality and quantity of food and non-food items for distribution. FCA with its past experiences, helped to streamline education in emergencies. It also developed and published a user-friendly guideline for education supplies at the school level. CA and DCA assisted in planning and implementation of cash transfer program.

The fact that each of the ACT member's partners NGOs has multiple projects supported by different donors they had to fulfil different reporting requirements.

### **5. Meeting the priorities of ACT donors and policy standards of ACT Alliance**

ACT's policy standards like fraud and corruption, sexual exploitation and abuse of power were translated into action, meaning that crux of each policy provision was used during design and implementation of the program. Similarly, priorities of ACT donors were met through true implementation of CHS, Sphere, and Red Cross standards. To meet the beneficiaries needs and priorities, Nepal's standard were also used apart from the Sphere standard. As ACT Alliance fully followed each of the guidelines and provisions (thematic areas, programmatic focus, key interventions, target beneficiaries and stakeholders, etc) during the preparation of Appeal, priorities of the ACT donor were met.

### **6. What were the strengths, weaknesses and opportunities of ACT visibility in a multi-actor ACT response?**

Strengths: ACT members invested their time, resources and energy for ensuring the ACT visibility. They produced a common banner and used it in each and every services that was delivered because of the support of the communications group within ACT Nepal Forum Secretariat. One of the reasons for the systematization of ACT visibility was that the ACT Alliance developed a common communication strategy and translated it into action. The Joint Monitoring Visit from (11-16 January 2016) and ACT General Secretary Dr. John Nduna's field visit to earthquake-affected districts also helped better publicize the ACT Alliance program. Dr. Nduna also met the Prime Minister and two Deputy Prime Ministers along with high-level government officials including that of National Reconstruction Authority, and held a round table

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with representatives from humanitarian organizations. These meetings enhanced the ACT Alliance visibility at national level.

**Weaknesses:** The visibility of ACT Alliance exists well at the national level but is still shallow at district and VDC levels despite joint appeal, planning, and communication from the very beginning. Although all ACT members systematically utilised the ACT brand and logos, only 7% people during HHs survey said that they know about ACT Alliance. ACT members felt that it was very challenging in the initial period to go with ACT banners in the districts. In Gorkha, some communities were concerned about ACT Alliance and DCA logo (assumed that they are faith-based organizations and their hidden agenda was expansion of Christianity). Yellow journalism also minimized the ACT Alliance's contribution during the initial period of the response, especially in case of ACT Model Village concept in Sanagoan of Kathmandu. The issue was solved by adopting non-confrontational strategic steps. ACT members put stickers and banners with all members' logo along with common logo (ACT Alliance) in all initiatives.

**Opportunities:** Though there existed tremendous opportunity to replicate the national level visibility at district and VDC levels, threats by the Biplab group of Nepal Maoist Party's did not allow this to happen. This group attacked the World Vision and Save the Children's program accusing that they were not transparent and accountable towards the earthquake affected communities. In light of this fact, ACT Alliance in later stage of program implementation maintained a low profile and withdrew logos from the vehicles. It adhered to a wait and watch strategy in terms of ACT visibility at different levels.

### **g. How was the coordination with UN clusters and other external mechanisms? Was it possible to utilize the ACT forum structure to better participate and influence those platforms?**

ACT members were able to develop good coordination with UN clusters and other external stakeholders and were able to streamline the response work. They participated meaningfully in different clusters meetings based on their areas of intervention and were well recognized for their systematic visibility (network, resources and remote geographical coverage). ACT Alliance was considered second to UN in terms of strength, resource leveraging, visibility, geographical coverage and communications despite many challenges. The representation of ACT Alliance in cluster meetings also minimized the program duplication. The contribution of ACT members in fostering the coordination mechanism can be rated excellent. However, it could have been even better provided they had developed brief written strategies for participation in coordination forums prior to earthquake emergency. Also, engagement with cluster could have been much beneficial in case ACT members have had clear policy position on critical programmatic issues.

ACT members also maintained cordial relationship with DDRC and relevant government agencies. In many districts, government authorities recognized and appreciated the good work done by ACT members. For instance, LWF was praised for managing food package for one month for 37 HIV and AIDS affected people in Sindhupalchok district. The level of external

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coordination was strengthened following the cluster coordination meeting at the centre as well as in the districts. The coordination enabled ACT members to make best use of existing VDC level institutions e.g., VDC secretaries, ward citizen forum and CBOs while implementing the program rather than creating unnecessary parallel institutions. This approach was well acknowledged during the evaluation consultation in the districts. ACT members were highly successful in harnessing locally available technical skills and political power to make services available to right holders by mobilizing duty-bearers. It was found that program implementation through local partnerships really contributed to connectedness, local capacity building and contextualization which collectively contributed in timely completion of the programs.

## **C** **HAPTER 4: Conclusions**

This chapter provides the overall conclusions, lessons learnt, good practices and recommendations emerging from the findings presented in the last chapter by the evaluation team. Overall, the evaluation team found the ACT Alliance Appeal to be highly relevant, timely and effective. The response scores especially highly on strategic factors. This includes maintaining strong relationships with the government, UN bodies and other stakeholders, strengthening the ACT Alliance brand by maintaining high neutrality and a needs-based focus, delivering programs which succeeded in saving lives, ensuring early recovery and reducing future risks and gaining the high approval and trust of affected communities. The main areas of improvements which the evaluation team found was thus at the operational details levels which can help improve the quality of programs even further and better prepare for future disasters. The main lessons learnt, good practices and recommendations are as follows:

### **Lessons Learnt**

- Finding skilled staff has proven to be a challenge, partly due to the stiff competition among aid agencies but partly also due to the gaps created in contracts by the move from NPL 151 to NPL 161
- While ACT Alliance Nepal Forum members all have specialized areas of expertise, which can be seen as assets for joint collaboration, the differences in their internal structures, program policies and donor priorities undermine some of this potential for collaboration in joint projects like the ACT Alliance Joint Model Village. Deeper discussions and commitments are needed on project implementation and exit strategies before such projects are launched.
- Despite the strong commitment of ACT members to gender-sensitive programming, the satisfaction of women with ACT programming is substantially lower on a number of critical program quality dimensions due to partner capacity issues, remote and challenging work sites and cultural barriers. Thus, more strategizing is needed to reduce the gap between the satisfaction of men and women on dimensions like timeliness, effectiveness of complaint mechanisms and unintended harm caused.
- Community-based integrated DRR components were found to be useful in preparing communities against future disasters, but it has proven challenging to replicate such programming throughout all operational areas.
- Partner capacities to deal with such a huge emergency have been a major issue affecting program quality. ACT member agencies' policies of embedding their own staff with partners



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has helped improve the situation but has also created confusion about reporting lines, specific duties and responsibilities and budgeting matters.

- Cash transfer programming by ACT has been relevant and effective in its work in the sectors of livelihoods, WASH, winterization, shelter and cash-for-work. However, conditional cash may not be as suitable as in-kind provision, especially for highly vulnerable groups like elderly and disabled people who may find it difficult to travel to markets and carry back bulky purchases like CGI sheets and contribute additional cash needed to complete the transaction.
- While all ACT agencies staff and partner organizations contracts have included mandatory signing of the Code of Conduct (CoC), it has proven challenging to ensure even internalization of the code across all agencies and partners.
- ACT members have placed complaint boxes in VDCs. However, some households are reluctant to use them due to fear of reprisals, while others prefer face to face or telephone-based complaint systems reporting to VDC officials. These issues have reduced the effectiveness of the complaint systems.

### **Good Practices**

- Stockpiling NFI and shelter kits in strategically located warehouses enabled individual ACT members to quickly meet the needs and demands of affected people as well as to develop relationships with local vendors and knowledge of price, quality, availability, and transportation options prior to the emergency (e.g. ICCO, CA).
- The embedment of ACT Alliance agency staff within partner organization offices in districts helped strengthen the immediate and long term capacity of partners and helped ACT agencies reduce administrative costs and maintain close monitoring
- Gender Sensitive Programming was enhanced by hiring female staff for key positions, e.g., LWF and DCA have employed female psychosocial officers, which had an impact on the programming quality for community females. Christian Aid added two CGI sheets to the construction when building latrines to create an additional space for women to wash in private while LWF constructed a private washing space beside the community water tap enabling women to wash in private. Gender-specific hygiene kits distributed to women together and the hygiene trainings were highly appreciated.
- Apart from the development of a DRR plan at village level, the simulation evacuation exercises carried out in some VDCs by ACT agencies helped in increasing preparedness.

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- ACT agencies and partner organizations practice of employing community field workers helped to mobilize the community more effectively.
- LWR, LWF and DCA conducted a Beneficiary Satisfaction Survey, and Post Distribution Monitoring after the response started, in which the results highlighted the absence of persons with disabilities and single women. The ACT agency was thus able to change its design and 6 months later the survey showed the inclusion of the aforementioned groups.
- LWR and LWF provided special attention to the protection needs of persons with disabilities as well as elderly when distributing food and NFIs during the relief phase by ensuring they were provided seating, water and shade whilst waiting for the material to arrive at the distribution point and ensuring these groups received the items before the rest of the community.
- The role of the ACT Nepal Forum in joint needs assessment, communication, visibility and documentation, monitoring and evaluation, quality and accountability, cluster coordination, psychosocial mainstreaming, security advice, fund raising and capacity building of member staff and partners created synergy. The development of a joint log frame under NPL161 also strengthened the possibility for synergy implementation, monitoring and reporting as well as improved quality and accountability of the Nepal Forum.

### **Recommendations**

#### **Program-related**

- ACT agencies are advised to review the EPRP for future emergencies to make it more relevant to ACT members and partners and train partners in the EPRP process and concept. ACT agencies are recommended to develop a DRR and evacuation plan with communities when working to support local structures.
- There is a need to provide support for partner organizations in gap areas such as coordination, monitoring, internal structures, as well as clarify relation in case of staff with double roles.
- There is a need to find alternative financial options for the most vulnerable to access the remaining funds needed to construct an earthquake resistant house and latrines according to government guidelines. Where challenges exist, such as the availability of high quality products in the market and transportation difficulties for elderly, FHH, people with disabilities), it is better to provide in-kind contributions instead of restricted cash vouchers.
- A mainstreaming of a psychosocial approach is advisable for the NPL161, as it was not conducted under the NPL151. It would not necessarily add to activities or budgets to review the programming through a psychosocial lens. Those ACT agencies carrying out specific psychosocial activities are recommended to review and build the capacities of partner

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organizations in qualitative measurements for monitoring and evaluation. Joint CBPS trainings for all ACT agencies and partner organizations are advisable for a possible CBPS mainstreaming of NPL161.

- Psychosocial support trainings are also recommended for traditional healers and Female Community Health Workers as these groups are seen as change agents and therefore often approached by people with concerns over their health.
- ACT agencies are advised to explore possibilities to develop, adapt and include special components into their program for groups with specific protection needs.
- Requests were made in focus group discussions to provide innovative trainings in income generating activities in order to reduce the need to travel outside for a secure income. It is recommended that ACT agencies undertake market surveys to find activities with high demand but low supply. ACT agencies could conduct variation of trainings and thereby provide different skills in one community to decrease competition. Ensuring access to a viable market is also of essence.
- Learning from the 2015 EQ response, ACT members should allocate some resources for joint stockpiling the FIs and NFIs materials for emergency response in the future.
- ACT Alliance should provide periodic review-and reflection among the ACT member/partner NGOs to share each other's learning and good practices. It is also worthwhile to have regular meetings among programme and operation staff in districts for up-scaling the program quality.
- ACT members' capacity building efforts should be considered as one of the critical tasks. Provisions should be made for the capacity building of ACT Alliance and partners NGOs staff on emergency response, protocol on recovery and rehabilitation, coordination, monitoring and reporting. Quick training needs assessment should be in place to identify the critical gaps. Training and orientations should also be imparted to foster the understanding of staff on CHS, Sphere, and Red Cross standards.
- To foster the governance of programme, social auditing and public hearing should be continued. Inter ACT Agencies peer monitoring should be in place to learn from each other's programme.
- Women did not feel equally consulted, involved and benefited. ACT agencies and partner organizations are recommended to further explore possibilities to further include and involve women in all levels of the response. Gender-sensitivity training should be imparted to all staff. ACT members should try to also employ female community mobilizers, in order to ensure a further inclusive outreach to women in communities.

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### **Administrative**

- Considering its highly positive role but the low level of institutional capacity of ACT Nepal Forum Secretariat, the forthcoming Appeal should consider strengthening it by allocating more funds to it for capacity building, visibility, communication and monitoring work. It could also be utilized as a platform for identifying good practices in an attempt to unify the ACT agencies' approaches and tools utilized in qualitative and quantitative assessments, monitoring, evaluations, surveys, as well as attempting to consolidate logistics for agencies working in the same district but with different projects.
- Given the importance of timely disbursement of funds in the relief phase, the ACT Secretariat should streamline the process for disbursement of budget while ACT member's international HQ staff should maintain larger strategic emergency funds to address the initial gaps in Appeal funding.
- To produce the Appeal in a timely manner, the Appeal format should be simplified and shortened. ACT Alliance members should be trained beforehand in expediting the Appeal process to produce good Appeals in a relatively short time frame. Agreed tools and formats should be developed for need assessment, post distribution monitoring, and interim/finals reporting to save time and resources.
- ACT Alliance members should develop brief written strategies for participation in coordination forums prior to earthquake emergency and set policy positions on critical issues.
- Emphasis should be given to increasing ACT visibility at the districts and VDC level in coordination with government and DRR stakeholders depending on the security situation. FM radios, local TV programmes, street drama, drills/simulation exercise and development of media materials should be used for such visibility.
- The ACT Alliance should consider adhering to a single procurement system to reduce the administration and procurement costs and procurement time and hassles. It should also develop local Vendors lists.
- ACT agencies and its partner organizations are recommended to ensure all staff members have well-defined knowledge of the contents of the Code of Conduct. It is advisable to conduct orientations, reorientations and follow-ups on the CoC for both ACT members and its partner organizations in order to ensure a clear understanding of the CoC and what consequential steps would be taken should breaches occur.

## **APPENDICES**

### **List of Documents Reviewed**

1. 2nd Interim-Report- NPL 151- 29 February 16
2. ACT- 2nd Interim Financial Report -1503 2016
3. ACT Alliance JMV Report Nepal-NPL151
4. Final Narrative Report - 30 June 2016
5. Final\_Report\_PHL131\_Evaluation\_15 Oct 2015
6. Financial Statement NPL 151 - 30 June 2016
7. NPL151\_Consolidated\_First Interim Narrative\_30Nov2015
8. ToRs
9. PDM report: DCA and LWF
10. Joint Monitoring Report
11. Post Disaster Need Assessment Report
12. Appeal (Proposal)
13. CA, Recommendations for Homeowners, Demolition Plan
14. DCA/NCA, Community Profile
15. DCA/NCA Factsheet Gorkha
16. DCA/NCA, Summary Report Friends Service Council Nepal
17. ECHO Single Form Application (LWF, DCA, ICCO and CA)
18. FCA/CMC, Report of the Psychosocial Intervention to the Earthquake Survivors
19. ICCO, ACAP document
20. ICCO, Accessibility monitoring shelter Checklist
21. ICCO Monitoring Programs for Impact: Akvo FLOW
22. LWF, PSS Mainstreaming All Sectors
23. LWF, PSS Operational Guidelines District
24. LWF, NPL151 Monitoring Report
25. LWF, CBPS Project Evaluation Guide
26. LWF, Presentation of Dolakha\_HURADEC\_NERP
27. LWR, Beneficiary Satisfaction Survey\_2015
28. LWR, Beneficiary Tracking Table\_Lamjung (April16)
29. LWR, Baseline Survey\_2015
30. LWR, M&E Tools

### **External Stakeholders Interviewed**

#### **Dolakha District**

1. Mr Sundar BK, Coordinator, LGP
2. Mr. Narayan Sedai, Social Development Officer, DDC
3. Ms Chandra Upreti, Governance Expert, LGCDP
4. Mr. Bishnu Prasad Sharma, Local Development Officer, DDC
5. Mr. Suresh Thapa, Programme Manager, PACT/USAID
6. Mr. Chandra Kayastha, Area Manager, Plan International

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7. Mr. Ek Raj Adhikari, In-charge, Department of Urban Development and Building Construction

### **Sindhupalchock District**

8. Mr. Hari Tamang, Save the Children

### **Lamjung District**

9. Mr. Sekher Poudel, Local Development Officer, Lamjung

### **Gorkha District**

10. Mr. Shyam Kishor Singh, Senior Division chief (Department of Urban Development and Construction), Gorkha  
 11. Mr. Narayan Prashad Acharya, Division Chief (WASH cluster), Gorkha  
 12. Mr. Narayan Acharya, Local Development Officer, Gorkha  
 13. Mr. Sattish Kumar Bhattarai, Asst. Local Development Officer, Gorkha  
 14. Mr. Gunanidhi Bhandari, NRA Section Officer, Gorkha

### **Dhading District**

15. Mr. Bhagawan Aryal, Local Development Officer, Dhading  
 16. Mr. Bholu Gautam, DDRC Focal Person, Dhading  
 17. Mr. Bharat Aryal, Chief District Engineer, Dhading

### **Kathmandu level stakeholders**

18. Mr. Ram Prasad Thapaliya, Joint Secretary, National Reconstruction Authority  
 19. Mrs. Mina Pokherel, Principal, Kathmandu (Padmodaya H.S.S)  
 20. Ms. Lyndasay McLaurin, Education in Emergency Specialist, UNICEF  
 21. Mr. Aksho Bhaya, Monitoring and Evaluation Officer, UNICEF  
 22. Mr. Khem Nath Pokherel, Asst. District Education Officer, Lalitpur  
 23. Mr. Kaji Ram Pradhan, Resource Person, Lalitpur  
 24. Mrs. Kamala Bhandari, Section Officer in DEO, Lalitpur  
 25. Mr. Surya Ram Dhoju, Principle, Bhaktapur (Padhma H.S.S)

### **Field Trip Schedule**

<b>Date</b>	<b>Group A (2 person team)</b>	<b>Group B (3 person team)</b>
20-21 June	<ul style="list-style-type: none"> <li>▪ Interviews in Kathmandu</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interviews in Kathmandu</li> </ul>
22-June	<ul style="list-style-type: none"> <li>▪ Travel to Lamjung</li> <li>▪ Stakeholder meeting (LWR)</li> <li>▪ Night Stay at Hotel Getaway Himalaya</li> </ul>	<ul style="list-style-type: none"> <li>▪ Travel to Dolakha</li> <li>▪ Stakeholder meeting (LWF)</li> <li>▪ Night Stay at Hotel Panorama</li> </ul>

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23- June	<ul style="list-style-type: none"> <li>▪ Field Visit at Lamjung (LWR)</li> <li>▪ Night stay at Hotel Getaway Himalaya</li> </ul>	<ul style="list-style-type: none"> <li>▪ Field Visit at Marbu, Dolakha (LWF)</li> <li>▪ Night Stay at Hotel Panorama</li> </ul>
24- June	<ul style="list-style-type: none"> <li>▪ Travel to Gorkha</li> <li>▪ Stakeholder Meeting (CA &amp; DCA)</li> <li>▪ Night stay at Hotel Miracle at Gorkha</li> </ul>	<ul style="list-style-type: none"> <li>▪ Travel To Sindupalchowk</li> <li>▪ Field visit at Barambhi, Sindhupalchowk (LWF)</li> <li>▪ Night stay at Sunkoshi Beach Camp</li> </ul>
25-June	<ul style="list-style-type: none"> <li>▪ Field Visit Gorkha (CA)</li> <li>▪ Night stay at Hotel Miracle</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sindhupalchowk field visit (ICCO)</li> <li>▪ Night stay at Dhulikhai Lodge Resort at Kavre</li> </ul>
26- June	<ul style="list-style-type: none"> <li>▪ Field Visit at Gorkha (DCA)</li> <li>▪ Night stay at Hotel Janajibika at Dhading</li> </ul>	<ul style="list-style-type: none"> <li>▪ Field Visit at Kavre (LWF and DKH)</li> <li>▪ Night stay at Hotel Himalaya Kathmandu</li> </ul>
27- June	<ul style="list-style-type: none"> <li>▪ Field Visit at Dhading (DCA)</li> <li>▪ Night Stay at Hotel Janajibika</li> </ul>	<ul style="list-style-type: none"> <li>▪ Field Visit in Kathmandu &amp; Lalitpur</li> <li>▪ Sanagoun (LWF) and Lubhu (DCA)</li> <li>▪ Night stay at Hotel Himalaya Kathmandu</li> </ul>
28- June	<ul style="list-style-type: none"> <li>▪ Back to Kathmandu</li> <li>▪ Night stay at Hotel Himalaya Kathmandu</li> </ul>	<ul style="list-style-type: none"> <li>▪ Travel to Palung and field visit , Makawanpur (ICCO)</li> <li>▪ Night Stay at Hotel Panorama Daman</li> </ul>
29- June	<ul style="list-style-type: none"> <li>▪ Field visit at Kathmandu (FCA)</li> <li>▪ Night stay at Hotel Himalaya Kathmandu</li> </ul>	<ul style="list-style-type: none"> <li>▪ Back to Kathmandu</li> <li>▪ Night stay at Hotel Himalaya Kathmandu</li> </ul>
30-June	<ul style="list-style-type: none"> <li>▪ Evaluation team meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Evaluation Team meeting</li> </ul>
1-July	<ul style="list-style-type: none"> <li>▪ Debriefing and lessons learnt workshops</li> </ul>	<ul style="list-style-type: none"> <li>▪ Debriefing and lessons learnt workshops</li> </ul>

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## Map



## Evaluation TORs

Attached