

NORWEGIAN CHURCH AID RESPONSE TO THE NEPAL EARTHQUAKES, 2015

END OF PROGRAMME EVALUATION



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Cover Illustrations: Clockwise from top left – Emergency latrine installation; household latrine; project signage for accountability and visibility; and community gatherings to inform this evaluation.

Photo credits: Adrian Denyer and David Stone.

ACRONYMS AND ABBREVIATIONS

ACT	All Churches Together
CDO	Chief District Officer
CHS	Core Humanitarian Standards
CTP	Cash Transfer Programming
DCA	DanChurch Aid
DDRC	District Disaster Relief Committee
DWSS	Department of Water Supply and Sanitation
ECO-Nepal	Environment and Child Organisation Nepal
EPRP	Emergency Preparedness Response Plan
FAYA	Forum for Awareness and Youth Activity
FGD	Focus Group Discussion
FHG	Friends Help Group
FSCN	Friends Service Council Nepal
HH	Household
HP	Hygiene Promotion
IASC	Inter-Agency Standing Committee
INGO	International non-governmental organisation
IRA	Initial Rapid Assessment Tool
KII	Key informant interview
LDO	Local Development Office
MIRA	Multisector Initial Rapid Assessment Tool
NCA	Norwegian Church Aid
NFI	Non-food Item
NGO	Non-governmental organisation
NOK	Norwegian Kroner
NPR	Nepalese Rupee
ODF	Open Defaecation Free
PICSC	Project Implementation and Coordination Sub-Committee
PDM	Post-distribution monitoring
PSS	Psychosocial Support
WASH	Water Sanitation and Hygiene
WUG	Water User Group
VDC	Village Development Committee

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Sincere thanks are expressed to all those people met during the course of this evaluation, particularly those women, men and children who were directly impacted by the 2015 earthquakes but who gave freely of their time to speak to the evaluation team and shared their experiences in such an open and helpful manner. Special thanks also to government representatives, teachers and school supporters met, for equally helping inform this evaluation. Without your important insights, our work would not have been possible.

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The evaluation team received tremendous support from each of the local DCA partners and we would like to express a sincere thank you to the Executive Officers and field staff of ECO Nepal, Friends Service Council Nepal and Action Nepal. The input provided from other non-governmental organisations as well as past consultants and staff who formed part of the initial NCA deployments has been truly informative in helping the team put together a complete overview of the response, and our thanks again for taking time to speak with us on this.

Finally, we would also like to acknowledge the dedicated translation service provided by Bandana Sinha, not only for her very effective language skills but also for adding to our understanding and knowledge of the situation from her own volunteering work in response to the earthquakes.

Thank you all for the wonderful organisation of this evaluation on the ground and for the opportunity to learn from this very successful project.

David Stone
Adrian Denyer

EXECUTIVE SUMMARY

BACKGROUND AND CONTEXT

Nepal is not unfamiliar with natural disasters, with flooding and landslides occurring on an annual basis. As a country, however, it was totally unprepared for the devastating effects of a series of earthquakes that struck the periphery of the Kathmandu Valley, starting on 25 April 2015. The confirmed death toll in Nepal from a series of tremors was 8,891 people, with a further 22,302 injured. Almost three million people were displaced from their homes: at least 605,000 houses were destroyed and 288,856 homes were partially damaged. 25,000 school classrooms were damaged or destroyed, while 1,570 water supply schemes sustained major damage and 220,000 toilets were destroyed. Overall, an estimated 4.2 million were in need of WASH assistance (OCHA, 2015).

Members of the ACT Alliance were quick to respond: the first meeting of in-country partners took place the morning after the first tremor. Initial responsibilities were discussed and assigned, with partners playing to their particular strengths. Given the in-country lack of WASH expertise, this was attributed to Norwegian Church Aid (NCA) who, within a period of 48 hours, had already started to deploy its experts to work with DanChurch Aid (DCA) and its own local partners on the ground (Figure 1). The emergency response which followed covered the period April 2015 to April 2016, with funding from the Norwegian Ministry of Foreign Affairs and the NCA itself. Additional funding was channelled to the response via other ACT Alliance members.

Figure 1. Timeline of Recruitment and Roster Deployments by NCA (please see Annex IV for a full-page version)

NCA NEPAL EVALUATION: TIMELINE OF EVENTS EARTHQUAKE 25th APRIL TO END OF OCTOBER (6 MONTHS)																													
WEEK NO.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	
	25/4	2/5	9/5	16/5	23/5	30/5	6/6	13/6	20/6	27/6	4/7	11/7	18/7	25/7	1/8	8/8	15/8	22/8	29/8	5/9	12/9	19/9	26/9	3/10	10/10	17/10	24/10	31/10	
EVENTS																													
Fuel blockade Oct-Feb																													
WASH Cluster activated	27th																												
Monsoon																													
MATERIALS & OUTPUTS																													
WASH Kits arrive from Dubai																													
Emergency latrine construction																													
HH latrine construction																													
Distribution of hygiene kits																													
Water supply: emergency repairs																													
Water supply: rehabilitation/new schemes																													
Period of cash distribution																													
STAFFING																													
Renata Ellingsen, Team Leader																													
Gudrun Bertinussen, Head of Hum Dept																													
Andrew Pearlman, Team Leader																													
Anita Reime, Finance																													
Ashild Skare – 1st deployment, WASH Advisor																													
Eeva Harden, Roster Logistics																													
Sean Sweeny, Roster WASH Officer																													
Jorgen Blindheim, Roster WASH Officer																													
Faustina Oppegard, WASH Trainee																													
Bjorg Rødland, Roster Hygiene																													
Leopold Sindagaya, Roster WASH Officer																													
Mikal Bredal, WASH Trainee																													
Mari Sjaastad, Roster WASH Roster																													
Cecilie Kolstad, Roster WASH Officer --> WASH Co.																													
David Banks, Roster WASH Officer																													
Ashild Skare – 2nd deployment																													
Pabitra Gurung, Engineer																													
Ceciale Adhikari, Programme Manager																													
Mahdurima Bhadra, Hygiene Coordinator																													
Arne Grieg Risnes, NCA Media																													
Lucian Muntean, NCA Media																													
NOTES																													
1. G denotes Gaps i.e. outputs or staff arrivals that should ideally have started/arrived earlier. Suggested start dates are indicative/approximate.																													
2. This document's colours enable legible printing on a black and white printer.																													

WASH-related activities were the sole form of technical support provided through NCA and concentrated on the following:

- provision of emergency latrines in selected communities;
- provision of permanent latrines for selected households;
- provision of emergency and, later, permanent school latrines;
- provision of emergency water in selected communities;

- e) rehabilitation of water schemes; and
- f) provision and promotion of hygiene kits at school and household levels.

In addition to the above – though not analysed *per se* as part of this evaluation – NCA also mobilised logistics support through a contract with Finn Church Aid, supported components of the Lutheran World Federation’s programme in the ACT Appeal and provided funds for food and shelter, thus enabling a needs-based multi-sectoral ACT response.

WASH-related activities were undertaken by three of DCA’s local partners: the Forum for Awareness and Youth Activity (FAYA) who implemented activities in Dhading (but were later replaced by Action Nepal), Friends Service Council Nepal (FSCN) who provided support in both Bhaktapur and Lalitpur districts, and the Environment and Child Organisation Nepal (ECO-Nepal) working in Gorkha district.

THIS EVALUATION

This independent evaluation of the NCA emergency response was undertaken by Proaction Alliance at the direct request of the NCA. Terms of Reference for the evaluation are presented in Annex I.

The evaluation was designed to gather and ensure organisational learning from NCA’s WASH emergency response to the 2015 series of earthquakes. This includes learning from an independent assessment of:

- a) the appropriateness, timeliness, effectiveness and efficiency of the NCA-supported WASH activities, with recommendations to help NCA integrate lessons learned and best practices into future NCA emergency response;
- b) WASH intervention compliance with Core Humanitarian Standards (CHS), the Do No Harm principles, Sphere standards and gender mainstreaming commitments; and
- c) the role of local actors in the NCA/NCA-Nepal partner emergency response arrangement.

The evaluation was intended to compliment and build on the NPL151 evaluation of the ACT Appeal Nepal Earthquake Response from July 2016. Emphasis was given to capturing the overall impact of NCA/DCA interventions, examining how the approach addressed the perceived needs as well as the effectiveness of specific activities over the course of the response. Organisational capacities and field-based support were examined, all with the purpose of identifying lessons from this particular joint response and to formulating recommendations intended to help improve future NCA emergency WASH programming and implementation.

The evaluation ensured consultations with a broad range of stakeholders on the ground, using a suite of methods, including direct observations at each of the four project locations, focus group discussions and key informant interviews, as well as a comprehensive review of existing reports and project materials. Fieldwork was conducted from 11-21 January 2017 (Annex III).

SNAPSHOT OF KEY FINDINGS

- This was a well-planned and implemented project overall, responding to priority needs of some of the most vulnerable people affected by the earthquakes.
- Experienced humanitarian and technical experts deployed to this response consistently said to this evaluation that they “*were proud*” of what this project has achieved, and stimulated beyond the emergency response phase.
- All project targets were reached – some were even exceeded (see Table 2).
- Rapid and early identification of intended beneficiaries helped quick decision-making and avoided wasteful duplication of effort, support and resource distribution.

- Good co-ordination with government and clusters had – overall – a significant bearing on timely delivery of support, though this was not without its own problems, particularly with regards WASH.
- Early availability of clear messages on WASH and Shelter saved time and meant a more unified approach to, for example, hygiene promotion.
- NCA’s WASH-related support was relevant and appropriate: its checklists were the only one available in Nepal at the time and were informative for WASH assessments.
- DCA made the most of good NCA technical assistance: NCA’s flexibility in this respect was important. NCA’s previous WASH response activities from The Philippines, Haiti and elsewhere are thought to have given NCA the confidence it needed to proceed with non-technical partners.
- The technical capacity of DCA and its local partners has been strengthened in WASH: DCA is now seen as an important WASH actor in Nepal.
- The partnerships between DCA and its local partners was a true partnership of sharing and support, at field and programme levels. Resulting capacity and performance has allowed partners to successfully and independently approach new donors.
- Improved sanitation facilities at schools can result in more families sending children to school and school attendance and academic attainment being optimised.
- As a result of this project, women in particular are now working in groups, which was not previously possible.
- Behavioural change in hygiene promotion has been an important achievement of this short project.
- The integrated nature of the response – including psychosocial support and livelihood recovery assistance – has facilitated the transition from relief to recovery and, now, development.
- Good post-distribution monitoring was conducted by DCA: in Gorkha, >92 per cent of recipients used cash for shelter (85 per cent bought corrugated iron sheeting), while more than 90 per cent of livelihood activities started through this project in Bhaktapur and Lalitpur, at least, were continuing.
- Likewise, as also reflected in post-distribution monitoring, many people spoken with during this evaluation reported a distinct improvement in their personal and household sanitation situation, compared with before the earthquakes.

SOME LESSONS LEARNED (see Section 5 for explanatory text)

- Appoint an in-country Emergency Manager for the response programme, as quickly as possible. S/he, in turn, should identify local managers/co-ordinators for different regions or tasks, from within local partner staff.
- Appoint a WASH Technical Team Leader as early as possible where WASH staff deployments are anticipated.
- Clear co-ordination and reporting lines need to be established and respected by all deployed experts, who should have a clear mandate with the host agency, where applicable.
- Rapid deployment of NCA roster staff should be matched in-country with early recruitment of national technical staff with whom they can work.
- Early appraisal of the expertise and capacity of ACT Alliance in-country members can result in complementary actions.
- Community motivation is a must: a bottom-up approach is essential, which was largely achieved through the psychosocial programme implemented through local Nepali partners.
- Addressing trauma and stresses should be prioritised in the emergency response, if psychosocial support is to be considered as a support activity.
- Beneficiaries should be familiar with the purpose of complaints mechanisms but may need encouragement to use these.

- Provide practical training and materials earlier for hygiene promotion, rather than front end focus on theory.
- Improved sanitation conditions can lead to higher school attendance and attainment.
- WASH responses should, where possible, also integrate complementary activities, primarily psychosocial support, livelihood support, and health and education.
- Technical support from NCA has enabled DCA and local partners to develop respective in-house WASH capacity and expertise.
- Having a longer term vision – towards recovery and development – made the NCA/DCA response support stand out from others.
- Maintain a balance between soft (e.g. hygiene training) and hard (infrastructure repair) WASH components during emergency response and, wherever possible, ensure they are delivered simultaneously.
- Cash provisioning early in the response was a key innovation for DCA: its success resulted in it being adopted and applied by Shelter and other clusters.

PRIORITY RECOMMENDATIONS (see Section 6 for explanatory text)

- ACT Fast: Greater clarity and agreement is required for future personnel deployment (both international and national) and logistics.
- Guidance is required for potential ACT Fast Lead Agencies in terms of local partner selection.
- Local ACT partners are probably best placed to assume co-ordination with clusters and/or relevant local authorities.
- Designated local co-ordination is essential to orient and co-ordinate the response team.
- An integrated approach to WASH should be considered from the start, to include psychosocial support, Education, Shelter and Livelihoods.
- It is appropriate to have a limited number of less experienced international roster staff but they will most effective with support from an (early recruited) Technical Team Leader/Emergency Manager.
- The capacity of national staff should be fully assessed and strategically utilised both for emergency planning as well as emergency response.
- Technical specialists or logistics managers being deployed from a roster should have appropriate training and mentoring skills.
- The importance of youth as hygiene and sanitation advocates should not be overlooked.
- Ensure a robust monitoring and evaluation system is put in place as quickly as possible for the response, adapting the lead agencies' own system as required.
- Consistency in delivery needs to be ensured across all partners with proportionate capacity building to ensure this.
- End-of-project evaluation should be completed either before the end of the project or within a few months of closure.

CONCLUSIONS

This humanitarian response was undertaken under challenging conditions and in difficult environments. While some challenges such as fuel shortages, trans-frontier blockades on materials and a pending monsoon season were outside the scope of this response, the institutional, technical and social responsibilities of NCA, DCA and their Nepali partners were addressed and implemented to a very high level of satisfaction.

The clear targeting of beneficiaries and provision of assistance to their immediate needs was undertaken in an efficient way. Over 100,000 people were reached through this initiative, 27,000 within the first 100 days of the first earthquake.

In addition to the response achieving its objectives, several innovative measures happened, or were applied, at different times, each contributing in its own way to the overall outcome, including:

- private sector engagement in water system rehabilitation at Bungamati, which provided drinking to more than 7,000 people through the installation of a 2.5km long pipeline;
- the establishment of Friends Help Groups (through FSCN) and the Project Implementation and Co-ordination Sub-Committee by ECO-Nepal were catalytic in mobilising communities at a critical time;
- timely psychosocial support likewise helped facilitate the uptake of hygiene practices, for example;
- a deliberate intention to integrate psychosocial support, livelihoods and shelter on the edge of WASH programming ensured that WASH was not a stand-alone activity, which many beneficiaries appreciated;
- cash programming, led by DCA and later extended to certain clusters;
- mason training to national certification which will help ensure sustainability and quality; and
- timely use of digital post-distribution monitoring tools.

In consideration of other emergency responses that NCA has responded to within the past few years – The Philippines and Haiti, for example, important learning has taken place and is being applied in new situations. This in many ways contributed to the overall achievements and success attributed by this evaluation to the joint NCA/DCA emergency response programme in Nepal.

1. INTRODUCTION

1.1 CONTEXT

Representing the worst natural disaster to happen in Nepal in more than 80 years, the earthquake that struck the country on 25 April 2015 had devastating effects in terms of loss of life and damage to infrastructure. The event measured 7.8 on the Richter Scale, with its epicentre in Gorkha, some 80km north-west of the country's capital, Kathmandu.

Many aftershock tremors followed: a second earthquake, of magnitude 7.3, was recorded just weeks later on 12 May, the epicentre this time being at Sindhupalchok, some 120km from the capital. The poor (mud-bonded brick or stone) construction practices in this region are believed to be responsible for the especially high levels of household destruction.

While the impact of the earthquake was highest in districts within and adjacent to the Kathmandu Valley, its tremors were felt throughout central and eastern Nepal, much of the Ganges Plain in northern India, north-western Bangladesh and the southern parts of the Tibetan Plateau and western Bhutan.

Fourteen of the country's 39 districts were severely affected. According to the government's Post-disaster Needs Assessment, the total value of damage and losses were estimated at NPR706 billion (US\$7 billion), equivalent to one-third of the country's gross domestic product. Initial needs assessments identified shelter as the most urgent priority need, followed by food and WASH, the latter with a focus on hygiene and sanitation.

The confirmed death toll in Nepal from these combined events was 8,891 people, with a further 22,302 injured. Almost three million people were displaced from their homes: at least 605,000 houses were destroyed and 25,000 classrooms destroyed or damaged. Water supplies and sanitation facilities were either destroyed or disrupted for more than four million people. Fearing the repetition of tremors, many people spoken to as part of this evaluation reported not sleeping in their houses for at least five months after the disaster happened. Even today, many are still frightened to stay in part of their damaged houses, but at the same time they have not been in a financial position to carry out full repairs. Many face the additional burden of needing to dismantle their damaged homes, and salvage what materials they can, before they begin to contemplate building new homes.

1.2 THE NEPAL EMERGENCY RESPONSE

As part of the ACT Alliance response to this emergency, support was provided to 10 of the affected districts, covering 122 Village Development Committees (VDCs) and 6 municipalities, through 21 local implementing partners. A deliberate focus of the Alliance's work was to support remote and isolated communities, many of which were comprised partially or totally of ethnic minority groups.

Following this approach, NCA and DCA worked together in what constituted the first real time example of the "ACT Fast" concept¹, a planned, pre-emptive intention through which certain members of the Alliance would work together, sharing resources and expertise in a jointly agreed response. In this instance, technical support for WASH was provided through NCA, while DCA assured overall leadership and in-country co-ordination with programme activities in other sectors. All field support activities were delivered through NCA/DCA local field partners, Nepali NGOs who had already worked

¹ At the time of this response no formal mechanism had been established between ACT Fast members: this is now in the process of being formalised through a Standard Operating Procedure.

with DCA and, in most cases, were also working in the chosen areas of intervention². Selected partners were the Forum for Awareness and Youth Activity (FAYA) who implemented activities in Dhading (but have since been replaced by Action Nepal), Friends Service Council Nepal (FSCN) who provided support in both Bhaktapur and Lalitpur districts, and the Environment and Child Organisation Nepal (ECO-Nepal) working in Gorkha district.

WASH-related activities were the sole form of technical support provided through NCA and concentrated on the following:

- a) provision of emergency latrines in selected communities;
- b) provision of permanent latrines for selected households;
- c) provision of emergency and, later, permanent school latrines;
- d) provision of emergency water supply in some communities through water trucking and the installation of bladders and tap stands;
- e) rehabilitation of water schemes; and
- f) provision and promotion of hygiene kits at school and household levels.

Alongside this WASH support, DCA and other Act Alliance partners supported additional activities including:

- food basket distribution;
- non-food item (NFI) distribution;
- cash for shelter disbursements;
- livelihood support; and
- psycho-social support (PSS).

While the main focus of this evaluation has been on WASH, some analysis is also given to the above-mentioned activities given findings that these were in many cases also integral to the overall achievements of this response project. Further details of other sectors are provided in the ACT Alliance Joint Monitoring Visit in Nepal, January 2016.

The main focus of NCA's humanitarian response was to reduce further vulnerability of affected individuals, households and communities through the provision of emergency WASH assistance. In this context, the project reached more than 100,000 beneficiaries, of whom some 27,000 were assisted in the first 100 days following the initial earthquake. Further details of achievements versus intended targets are provided in Table 2.

A total of NOK25,190,000 was made available for this response, NOK14,290,000 of which was provided by the Norwegian Ministry of Foreign Affairs, NOK1,400,000 from NCA's own earmarked funding and the remainder from an ACT Appeal³.

The NCA/DCA emergency response was co-ordinated with local authorities and the sectoral clusters to effectively target VDC areas. Table 1 outlines the communities engaged through this project.

² The exception to this being FAYA, which was new to Dhading district but had previous experience of working with DCA in West Nepal. Nine months after the earthquake, the Department of Social Welfare introduced a new rule which required all national NGOs to be registered in the district in which they were operating.

³ Appeal Name: Nepal Earthquake Response – NPL151.

Table 1. Communities included in the Nepal Emergency Response Project (NPL151)

DISTRICT	VDC/LOCATION	PARTNER	BENEFICIARY SELECTION BASED ON
Gorkha	Makaising VDC Baguwa VDC Dhawa VDC Tanglichok VDC Lho (high mountains) Prok (high mountains) Chhaikampar (high mountains)	ECO-Nepal	DDRC
Dhading	Nalang VDC Salang VDC Khari VDC	FAYA	DDRC DCA/NCA and FAYA
Bhaktapur	Mahamanjushre Changunarayan Nekoshera Sudal Thathali Brahamani Kamalasi Chareli Sukuldhoka Golmadi Bidol Sudal Bageswori Telkot Chaling Dhuwakot Jagathi	FSCN	Office of the CDO (District Administration Office) Relevant sectoral clusters operating in the Valley
Lalitpur	<ul style="list-style-type: none"> • Siddhipur • Lubhu • Lamatar • Bungmati • Jharuwarasi • Imadol Mahalaxmi Municipality • Sankhu • Dalchoki • Ikutol • Bisankhunarayn • Thuladurlung • Lakuribhanjyang • Lagankhel • Harisiddhi • Khokana 	FSCN	Office of the CDO Relevant sectoral clusters operating in the Valley

Note: Highlighted VDCs/municipalities were those visited as part of this evaluation

Two different approaches were taken in the selection of these beneficiaries: in Bhaktapur and Lalitpur, for example, individual households and institutional facilities were selected according to the severity of damage recorded by the Office of the Chief District Officer (CDO), together with those relevant

clusters present (for example, Shelter and WASH)⁴. In contrast, in Dhading and Gorkha districts, recommendations were made by the District Disaster Relief Committees (DDRCs), in consultation with DCA and/or its local partners (Table 1). Effectively what this meant that that the two worse stricken areas of Gorkha and Dhading received much more expansive support and coverage than the other areas, corresponding to their perceived needs.

For the purpose of this evaluation, site visits and on-site consultations were organised in each of the four districts, as shown in the Evaluation Itinerary (Annex III).

1.3 PROJECT IMPLEMENTATION

This project was implemented as a single NCA/DCA response under the local (Nepal) leadership of DCA. An Emergency Manager was jointly recruited by DCA and NCA to provide overall management. Significant technical support was provided by NCA, primarily in relation to WASH related activities, including Hygiene and Logistics. All field activities, however, are seen as having been a joint undertaking by NCA, DCA and the latter's local partners in Nepal.

While this project was originally planned to operate from April 2015 to October 2015 it was extended on two occasions, first to December 2015 and then again to April 2016. This was on account of delays experienced with transportation during the monsoon, a shortage of fuel due to a fuel blockade from October to February and difficulties in procuring and delivering certain materials – events which were outside of the influence by DCA, NCA or its local partners.

1.4 THIS EVALUATION

This evaluation was undertaken by Proaction Alliance at the direct request of the NCA. The evaluation was intended to cover the period May 2015-April 2016, inclusive. Terms of Reference for the evaluation are presented in Annex I.

The evaluation was designed to gather and ensure organisational learning from NCA's WASH emergency response to the 2015 series of earthquakes. This included learning from an independent assessment of:

- a) the appropriateness, timeliness, effectiveness and efficiency of the NCA-supported WASH activities, with recommendations being provided to help NCA integrate lessons learned and best practices into future NCA emergency response;
- b) WASH intervention compliance with Core Humanitarian Standards (CHS), Do No Harm, Sphere standards and gender mainstreaming commitments; and
- c) the role of local actors in the NCA/NCA-Nepal partner emergency response arrangement.

The evaluation was intended to compliment and build on the NPL151 evaluation of the ACT Appeal Nepal Earthquake Response from July 2016. Emphasis was given to capturing the overall impact of the NCA/DCA interventions, examining how the approach addressed the perceived needs as well as the effectiveness of specific activities over the course of the response. Organisational capacities and field-based support were examined, all with the purpose of identifying lessons from this joint response and to formulating recommendations intended to help improve future NCA emergency WASH programming and implementation.

⁴ The different approach was justified in that the majority of households affected in the peri-urban settlements of Bhaktapur and Lalitpur were considered for the most part to be economically capable of effecting their own repairs to household damage and interrupted services.

The evaluation ensured consultations with a broad range of stakeholders on the ground, using a suite of appropriate methods, including direct observations, focus group discussions (FGDs) and key informant interviews (KIIs), as well as a comprehensive review of existing reports and project materials.

2. STRUCTURE OF THIS REPORT

An overview of the context, some of the main findings of this evaluation and suggested recommendations have been presented above. Section 3 presents the methodology used in the approach and implementation of this evaluation, including an overview of beneficiary selection and a description of the main tools used – essentially a combination of literature review, personal and group consultations with project beneficiaries and project staff, as well as direct observations on the ground in selected villages. A timeline of recruitment and roster deployment has been constructed in Annex VIII. A list of people consulted as part of this evaluation is given in Annex V. Questionnaires used for quantitative and qualitative data collection are presented in Annexes VI, VII and VIII.

In addition to project beneficiaries, identified stakeholders include representatives from local government authorities (offices of the Chief District Officer (CDO) and Local District Officer (LDO), members of the ACT Alliance in Nepal, DCA project staff as well as key practitioners and managers from each of the local partners.

Section 4 presents the main findings of this evaluation. It begins with an overview of the situation as it appears today, followed by an analysis of the specific outcomes and outputs in relation to WASH. Each such section contains an overview of key findings, an assessment of those observations compared with original intentions and concluding remarks.

Given the interest by NCA of institutional learning from this project Section 5 presents a number of lessons learned, as identified through this evaluation. These focus primarily on co-ordination, community engagement and the importance of considering additional forms of support alongside pure WASH activities. In the same vein, specific recommendations are given in Section 6, for consideration by NCA and its partners. These are intended to help NCA scale up its humanitarian work to inform and empower it to respond to future, large-scale humanitarian crises, with an improved quality of services.

This is followed by a list of materials consulted prior to, during and following the actual evaluation on the ground.

3. METHODOLOGY

3.1 OVERVIEW

Contractual arrangements were concluded between NCA and Proaction Alliance on 20 December 2016. Field deployment of the evaluation team was on 10 January 2017, with meetings starting on 12 January and fieldwork on the 13th. A debriefing was held in Kathmandu with DCA and local partners on Friday 20 January 2017, with the departure of the Evaluation Team to Europe that same evening.

The evaluation was accompanied throughout by Dr Madhurima Bhadra, DCA Hygiene Co-ordinator, Kathmandu. Other DCA technical advisors or programme managers joined the evaluation at specific times, while in each district the evaluation team was accompanied by members of ECO-Nepal, FSCN and Action Nepal. Some former FAYA project staff who now work with Action Nepal were also interviewed.

The adopted methodology was designed in consultation with staff from NCA and DCA and arranged to fit the schedule proposed by local partners. The following steps summarise the work undertaken:

- a) Initial briefing with relevant staff/advisors at NCA/DCA. Agree on the scale and scope of the evaluation – site visits (using selection criteria for representation), desired/practical level of consultation and so forth.
- b) Roles of team members (including DCA staff and local partners) agreed, being conscious of required tasks.
- c) Co-ordination and communication system established between evaluation team members and NCA/DCA.
- d) Background project reports were reviewed and gaps identified in terms of developing a chronology of personnel deployments from NCA to Nepal.
- e) A detailed itinerary was developed by DCA, in consultation with its local partners, and verification by the evaluation team (see Annex III).
- f) Detailed briefings were provided to the evaluation team by DCA staff on the ground, as well as project staff from both FSCN and ECO-Nepal.
- g) Initial site visits were conducted in both Bhaktapur and Lalitpur districts.
- h) Questionnaires were then developed/refined to guide different levels of interviews and discussions. These were designed to ensure consistency in questioning, to address the evaluation's objectives and to allow for a comprehensive – and triangulated – series of data to be gathered. Questions were revised after the first field visit to enhance relevance for the context.
- i) An inception report was prepared by the evaluation team on 14 January 2017, providing a summary of the evaluation's objectives together with a narrative summarising the proposed methodology and lines of questioning anticipated. Timely and useful feedback was received on the report from both NCA and DCA and incorporated into the methodology.
- j) Site visits (data collection, additional consultations and observations) were conducted in all four targeted districts.
- k) Field surveys were completed by 20 January 2017. Further consultations, primarily with implementing partner project staff, other INGOs and past roster deployees were set up following departure from Nepal.
- l) At the end of the evaluation in Nepal, a validation/debriefing meeting was organised with DCA and partner staff to present preliminary observations, gather additional information and clarify any misunderstanding.
- m) Based on the above, a debriefing was subsequently organised in Oslo on 3 February 2017, prior to which a draft report, based on a structure proposed in the Inception Report, was submitted to the NCA Steering Group.
- n) With feedback received from both the draft report and debriefing meeting, this final evaluation report was prepared.

3.2 TEAM COMPOSITION

This evaluation was conducted by David Stone and Adrian Denyer (Proaction Alliance), in close collaboration with staff from DCA and their respective partners on the ground. Translation assistance was provided by Ms Bandana Sinha, an independent translator hired to help ensure impartiality and independence of consultations and discussions with project beneficiaries.

Given the scale of questions anticipated, and in order to reach an acceptable level of coverage and minimise bias, the evaluators divided their time between institutional assessments, consultations and on the ground observations. As a principle, the Evaluation Team ensured that they remained open and flexible to accommodate any eventual changes in the itinerary that might have been required.

3.3 TOOLS

A suite of participatory tools was used in this evaluation, drawing on particular methods for specific situations. This was intended to help ensure adequate coverage of primary and secondary data, together with qualitative and quantitative approaches. The approaches applied are outlined below.

TOOL	INTENDED AUDIENCE	DESCRIPTION
Individual Interviews	<ul style="list-style-type: none"> • Project beneficiaries • Project staff • Community leaders • NCA Technical Advisors • NCA Head Office Staff • NCA Roster Staff • Government services • UN Agencies and NGOs 	<p>Along with direct observation, key informant interviews helped provide a comprehensive overview of the project, from different angles. Interviews focused not only on the impact of the interventions but also the quality of the implementation process, the nature of relationships with partners and so forth. Where possible, interviews were conducted on site.</p>
Direct Observation	<ul style="list-style-type: none"> • Beneficiaries 	<p>Intentional, guided observation helped confirm or challenge information offered during interviews, as well as project documentation.</p>
Focus Group Discussion	<ul style="list-style-type: none"> • Beneficiaries • Project staff • Partners 	<p>FGDs were used to increase the quantity of the input, given the limited time period of the evaluation. This provided a broader sense of quality of the process and its impact, and helped inform the relevance and effectiveness of interventions taken at household and institutional (e.g. schools) levels.</p>
Material Review	<ul style="list-style-type: none"> • Project staff 	<p>The Evaluation Team reviewed key materials and processes used for project implementation. Additional information was also gathered from each of the implementing partners.</p>

Team members followed broad, agreed lines of enquiry for field data collection, to help ensure a degree of consistency, define the extent of innovations and identify lessons from this project. Case studies were elaborated to highlight some of the significant achievements shared with the evaluation.

Annexes VI-VIII outline a consolidated list of evaluation questions that relate specifically to activities provided to beneficiaries, both at an individual/household and institutional level.

4. MAIN FINDINGS

4.1 OVERVIEW

4.1.1 Outreach

A total of 115,000 individuals were reached through this emergency response. Table 2 summarises the progress achieved which indicates that in many instances/sectors, the actual number of beneficiaries exceed the anticipated target number, particularly in relation to WASH-related support. Several reasons are thought to account for this, including:

- the extensions granted for the project given obstacles such as fuel shortages and blockades which delayed some initial implementation;
- the initial estimate on how many people might be reached, which was possibly underestimated;
- the move to cash transfer programming instead of material distribution, which reached more people; and
- early community buy in with latrine construction, resulting in more facilities being constructed.

Table 2. Number of People Reached through this Emergency Response Compared with Anticipated Targets

OUTCOME Sector	TOTAL		GORKHA		DHADING		LALITPUR AND BHAKTAPUR	
	Target	Reached	Target	Reached	Target	Reached	Target	Reached
Water	22,400	30,185	5,500	10,491	10,000	5,491	6,900	14,204
Sanitation	25,300	35,276	10,050	13,749	5,900	12,832	9,350	8,695
Hygiene	49,250	99,236*	22,000	40,090	19,250	41,769	8,000	17,378
NFIs	55,556	41,465	16,500	15,538	-	24,640	29,150	1,287
Food Baskets	70,290	55,556	16,500	14,036	26,640	24,640	23,650	16,880
Shelter	50,050	60,726	22,000	13,464	27,500	26,807	550	20,455

* Refers to hygiene kits only as more were reached through hygiene promotion activities

The findings – mostly WASH-related – expressed in the following sections clearly show the relevance, timeliness and effectiveness of the nature and content of this emergency response. Post-monitoring distribution (PDM) has demonstrated some impressive results, including

- a doubling of people who have received hygiene awareness training and support compared with before the earthquake;
- a significant increase in the number of people now reportedly using latrines, which is a major achievement in line with government policy to achieve country-wide open defaecation free status;
- increased knowledge of water-related health risks; and
- nearly twice as many people now practicing improved hand washing.

4.1.2 Compliance with Standards

As noted below, compliance with Sphere and other related standards is not always straightforward in physical situations such as this, compared with a peri-urban or camp based situation, for example. While beneficiaries were unanimously supportive of the assistance provided through this project, the situation remains, however, that many families still have to travel some distance to fetch water. Providing water at the individual household level was not an intention of this response, though it is now being promoted and enabled in some communities through follow-up activities. The evaluation believes, however, that due attention was given to ensuring that high standards were promoted and respected.

Core Humanitarian Standards 1, 2 and 9 are specifically addressed in the following WASH-related sections, in accordance with selected OECD-DAC criteria, Appropriateness, Timeliness, Effectiveness and Efficiency. In addition, however, to highlight the links seen between the CHS and lessons learned and recommendations made as part of this evaluation, specific reference is given in Table 3 to how this response overall is seen to have addressed these standards.

Table 3. Summary of how Lessons Learned and Recommendations from this Evaluation Addressed Core Humanitarian Standards

CORE HUMANITARIAN STANDARD		LESSON LEARNED	RECOMMENDATION
1	Humanitarian response is appropriate and relevant	5.1.4 5.1.7 5.2.2 5.3.1 5.3.5 5.3.6 5.4.1	6.1.6 6.2.3 6.3.1
2	Humanitarian response is effective and timely	5.1.7 5.1.8 5.3.1 5.3.5 5.4.1	6.2.3 6.3.1
3	Humanitarian response strengthens local capacities and avoids negative effects	5.1.5 5.1.7 5.2.1 5.3.2 5.3.4	6.1.2 6.1.7 6.2.2 6.2.4 6.2.6 6.3.1 6.3.2
4	Humanitarian response is based on communication, participation and feedback	5.1.5 5.1.8 5.4.2	6.1.3 6.1.4 6.3.1 6.3.3
5	Complaints are welcome and addressed	5.2.3	6.3.1 6.3.3
6	Humanitarian response is co-ordinated and complementary	5.1.1 5.1.4 5.1.5 5.1.6 5.1.7 5.2.1 5.3.3 5.4.1 5.4.2	6.1.3 6.1.4 6.2.5 6.3.1
7	Humanitarian actors continuously learn and improve	5.1.8 5.4.1	6.3.1 6.3.3
8	Staff are supported to do their job effectively and are treated fairly and equitably	5.1.6	6.2.1 6.3.1
9	Resources are managed and used responsibly for their intended purpose	5.1.2 5.1.7	6.1.1 6.1.5 6.2.1 6.3.1

4.1.3 The Importance of Partnerships

Establishing local and effective partnerships – with other NGOs, government services and, over time, the WASH Cluster – has been a key influencing factor in the effectiveness and impact of this emergency response.

While some of DCA's local partners had some degree of experience in responding to floods or landslides, none had had any previous exposure to an emergency of the scale resulting from the 2015 series of earthquakes. Not only that, none of the partners, including DCA, had any internal prior WASH experience.

Working in these situations for the first time was a risk – an acknowledged risk – but one that has paid off thanks to a few critical issues. First, was DCA's prior experience of working with the three Nepali partners, thus a degree of familiarity and trust already existed. Extending from this, however, was the fact that two of the three partners were already working with communities in their respective districts so they too were known and respected within these constituencies. This, importantly, likely helped with identifying those most affected and vulnerable households in the first instance, within the given working areas. Both of these elements were then re-inforced by incoming expertise from NCA – support which addressed people who were not receiving any attention from other agencies and which responded to many of their immediate needs. The ensuing trust that built up around each of the local partners was also a result of the combined approaches introduced through DCA to include, for example, PSS with hygiene promotion. The relevance, timing and fact that no other government service or NGO was working with most of the communities chosen for this response, especially in Gorkha and Dhading, meant that the support was truly appreciated.

What is important to note as a result of this intervention is the fact that DCA and its partners now have internal capacity on WASH, which is seen by all as a very strategic and appreciated capacity to now have. The performance of DCA and its partners has furthermore attracted new funding from DfID, the Rotary Club and World Vision to support WASH-related activities within the same communities, but with focus on development. This is a major achievement⁵ which was not planned for at the outset.

⁵ While the lateness of this evaluation raised some issues it is also recognised that attributes such as this, as well as the clear benefits of having an integrated approach with WASH, might not have been obvious had the evaluation been done much earlier.

CASE STUDY: MAINTAINING A WATER LIFELINE, DHADING DISTRICT

A great deal of planning and hard work went into the original construction of the *Siran Dharan Tanki* (“*Head Tank*”) in Patle Village, Dhading District. Over a period of several months, using traditional woven baskets to carry sand, cement and gravel, members of the village laboriously hauled these building materials up the hillsides from the deep valley floor to construct their community’s first water reservoir.

Constructed in 2000, with seed funding from the District Development Committee, and with a capacity of 6,000 litres, “*Tanki*” has proved to be a vital and valued support to more than 130 households.

All of that changed at midday on 25 April 2015, when Earthquake Gorkha shook the surrounding hills, causing loss of life and personal injuries, as well as extensive damage to essential infrastructure, including the *Siran Dharan Tanki*.

Responsibility for its repair fell to the local Water User Group which had been established in 2002, primarily to help ensure that water being provided to the village was safe and clean, through maintaining and cleaning the tank and ensuring that distribution pipes were kept in working order. After the earthquake, however, several cracks were identified in the tank’s walls, the intake and distribution pipes were damaged and people were not able to get water from the tap stands in the village. Nothing had prepared the Group for the scale of the work required, particularly given the social disarray caused by the event.

As part of NCA’s support through Project NPL151, technical assistance was deployed to Dhading District, accompanied by staff from DCA’s local partner FAYA.

“*We really appreciate the support from FAYA*”, reported Krishnaman Shrestha, Chairperson of the WUG. “*As a community, we benefitted a lot – otherwise people would have had to get muddy water*”, he added. Support from the NCA technical team and FAYA provided the know-how and resources to repair the damaged infrastructure, adding a concrete lid to the tank as well to improve overall cleanliness.



In all, this emergency response supported the repair and rehabilitation of 22 water schemes in Dhading District, benefitting some 5,500 people in total. While the Water User Group normally collects a user fee (NPR1,500-113 per annum) from all but the poorest and most vulnerable households, this was not sufficient to repair existing infrastructure let alone expand the system to meet growing demands.

Groups such as these, however, need further support in terms of basic organisation so that their roles and responsibilities are clear to everyone, enabling them to engage in conflict management over water access and advocate for external support for required maintenance and upgrading. While such support is unlikely to feature as part of emergency WASH support, it should nonetheless be factored into subsequent work during the recovery and development phases, helping these isolated communities to become more self-sustaining and responsive to their growing needs in basic services such as clean water provisioning.

Illustration: Sitting alongside the 20-year old tank, Krishnaman Shrestha (Chairperson of the WUG, lower centre), discusses the situation with other group members, Manlal Shrestha (Committee Member and Ward Vice Chair, left), Govinda Kumar Cheeti (upper left), Bal Bahadur Shrestha (upper right) and Dhan Narayan Shrestha (right).

4.2 WASH

4.2.1 Findings

4.2.1.1 Output 1: Water Supply

Target 1: 30,185 beneficiaries access safe water and sufficient water meeting Sphere standards

Appropriateness (CHS 1)

Given the scale of destruction and disruption to water supplies in the four districts – damaged pipes and tanks, damaged infrastructure and suddenly altered flow patterns – support provided through this component of the response was deemed to be highly relevant and appropriate.

Much of the work undertaken centred on rapid repairs to damaged infrastructure rather than setting up alternate stand-alone emergency systems. This approach contributed to people not being chronically displaced, beyond a few weeks, from their homes due to water shortages. There was, however, some displacement to intact schools and community centres where water supplies were at worst reduced but still present. This minimised water tankering operations, which were confined to Bhaktapur and Lalitpur.

Resources were therefore mainly focussed on repairing existing water supply networks. In some locations, bladder tanks were deployed for temporary water storage while repairs were made to damaged tanks. Later in the response, 62 new water supply networks were repaired or rehabilitated to accommodate damages and the fact that some groundwater sources had dried up as a result of the earthquakes, requiring new sources to be developed and brought into service.

In Bungamati, in the Kathmandu valley, replacement of a 2.5km pipeline was achieved through a Private Sector Civil Society Partnership. This was a good example of priority water supply needs being effectively met through innovative programming.

Water source yields were generally measured to determine whether or not they were worth rehabilitating. In Gorkha, for example, ECO-Nepal measured the yields from all sources to determine the viability of rehabilitation, though in some areas rehabilitation proceeded even with low yields as there were no alternate sources. In Dhading, where FAYA was working, yields were not measured until much later (November/December), while in Lalitpur and Bhaktapur FSCN measured yields from the outset.

Some challenges were experienced in applying Sphere standards for water supply, for a number of reasons. First, especially in the early weeks of the response and in the challenging remote mountain environments such as parts of Gorkha District, the focus was on rapid assessment and implementation. Compliance with Sphere standards takes into consideration such elements as quantity, distance to water points, flow rates, access, collection times and water quality/chlorination standards. Measuring these indicators in a single, flat, self-contained camp environment is straight forward but much harder to apply in the steep terrain of rural Nepal.

Over and above these constraints, the monitoring and evaluation capacity of DCA and NCA, in terms of routine and reliable collection of indicator data, was very limited over the project period, with no single focal point responsible. On a very positive note, however, it is well recognised that there was no outbreak of diarrhoeal disease or cholera in any of the four project areas covered through this response, although there was such an outbreak in August 2015 in the Kathmandu valley.

Another aspect of the water supply response is the reality that in Nepal the use, operation and maintenance of many water supply networks is limited to and controlled by specific castes. Operationally, this meant that while some low castes – Dalits and Chepings, for example – were well motivated to assist in repairs to damaged water supplies some other higher castes were, initially at least, reluctant to engage.

Water quality testing and monitoring – and specifically testing for faecal coliforms – was not a priority in the initial months of the response. Chlorination tablets were, however, included in the distributed hygiene kits. By July, water testing laboratories in Kathmandu were being approached by NCA to take on this responsibility: anecdotal evidence suggests that NCA was possibly the first agency to do so as part of the earthquake response.

Although some water quality testing was done to determine the degree of contamination of damaged supplies, there is no evidence that long-term water quality monitoring was established. Additionally, the issue of protecting the catchment areas around springs does not appear to have been assessed or addressed. Equally, there does not appear to have been a consistently applied chlorination policy. As with water source yield measurement, described above, there was again a range of capacity and attitude between partners. NCA encouraged its partners to do weekly testing but they were not always convinced of the value of this. FSCN began testing in October, ECO-Nepal in March/April and FAYA not at all. Laboratories in Kathmandu tested a standard package of parameters (turbidity, pH, *E.coli*, conductivity, plus iron and manganese. Tests, however, tended to be done on a once off/commissioning basis rather than routinely. Interestingly, the WASH Cluster was not involved with water quality testing but test results were shared by NCA and other agencies at the district level.

Timeliness (CHS 2)

Overall co-ordination for responding to water shortages was achieved through the WASH Cluster, with whom NCA/DCA eventually had a good working relationship⁶. This partnership allowed priority sites/communities to be identified and duplication avoided. Interestingly, unlike other components of the emergency response (specifically shelter, emergency latrine construction and HH latrine construction) there were no budgetary limits placed on the costs of these water supply projects by the government or WASH Cluster. Emergency repairs to existing systems were underway by late June and this work continued into September (see Annex VIII Timeline for Deployments). There were significant delays in starting longer term rehabilitation work and construction of new water supply schemes which did not begin until approximately mid-August.

Effectiveness (CHS 2)

A common issue raised by many former project staff was the bulk water treatment kit which was air-freighted from NCA's regional warehouse in Dubai. It would appear that the NCA WASH team was under significant pressure to use these units, despite no assessment being undertaken to indicate how appropriate they might have been for this emergency. One scenario in which they might have been relevant would have been if there were established camps or high densities of displaced people for several months, living near a reliable and sufficient surface water source which the units could have used. However, such scenarios were not realised – most water supplies in the project area are groundwater not surface water – so the kits were redundant. Various attempts have been made to donate this equipment to another humanitarian agency in Nepal.

⁶ The WASH Cluster did not have a NGO co-lead. There were also reported differences in the working relationships between the cluster in situations like Gorkha, where good collaboration was apparent from the start. Collective action taken by NCA/DCA, together with CARE and Tearfund, for example, are believed to have been influential in eventually shaping the decisions taken by the WASH Cluster.

In terms of the construction work needed to repair existing networks and build new ones, some problems were identified with regards to quality control. This included pipes of insufficient diameter being laid, break pressure tanks being under sized and retaining walls not always having sufficient density of reinforcement bar. Such shortcomings were made good, though these secondary works obviously wasted some time and resources. In Dhading, it is estimated about half of the 30 water supply schemes that were rehabilitated needed these secondary works. Reasons for this appear to be a combination of (initial) low technical capacity of FAYA and the significant, though understandable, pressure on the team by DCA Kathmandu to deliver results quickly.

The role of Water User Groups (WUGs) should also be mentioned. These groups are responsible for the operation and maintenance of individual water supply schemes, which includes the regular collection of fees to fund operation and maintenance activities. The WUG's clearly play an essential role but there are variations on how they operate. Some collect fees based on metered usage, others operate a fixed rate for every household, while still others apply a variable rate, depending on peoples' income. One scheme visited in Dhading during the course of this evaluation reportedly charges 100 per cent interest on late payers. While understandably difficult to address the capacity and functioning of the WUGs during an emergency response such as this, they are vital for long-term sustainability.

Efficiency (CHS 9)

Through the Act Fast initiative⁷ – noting that this was the first time this was put into effect – it was quickly realised by DCA that the most effective and efficient route to emergency WASH project implementation was to work through some of its existing Nepal partners. However, with none of these partners having WASH capacity, DCA embraced NCA's institutional WASH capacity to fill that gap.

A key factor which initially diluted partner collaboration and response was that the speed of deployed NCA roster staff was not matched by the hiring of local engineering staff who could assist with addressing the partners' WASH capacity gap. This was in contrast to hygiene, where the incoming roster Hygiene Officer hired a Nepalese hygiene expert the same week she arrived. Generally, however, in the first weeks of the response, NCA staff lacked access to local DCA staff who could, in turn, start to discuss resources and personnel with local partners.

Overall, however, this was a highly successful collaboration for all aspects of the WASH response, not only with water supply. Again, the good level of collaboration with the WASH Cluster and government, together with clear identification of beneficiaries, helped reduce duplication of resources and ensure that the most vulnerable households and individuals benefitted from this response.

4.2.1.2 Output 2: Sanitation

Target 1: *Toilets to 35,276 people, including emergency toilets for 5,572 people*

Target 2: *3,836 family latrines with handwashing facilities rehabilitated or constructed according to Sphere standards along with 141 school latrines*

Appropriateness (CHS 1)

In addition to people being temporary displaced from their damaged/destroyed homes in the four districts, there was also widespread damage to domestic household latrines. As with the water supply assessments there was, especially in the more remote hard-to-reach mountainous areas, a need to provide rapid arrangements. This was achieved with 200 NCA latrine kits air freighted from Dubai. Unlike the water treatment unit (see above) these flat pack double units were highly appropriate to

⁷ Members of the ACT Alliance were also quick to mobilise: its first meeting was at 0800 the morning after the earthquake. Following participation in the early needs assessments, ACT Alliance partners decided who would lead on what and duly presented this package to the government.

the context and were delivered to affected schools and communal centres by road and helicopter. Each unit comprises two stances and their design means that these double units cannot be divided into separate units. Where there was a shortage of these units it meant that each stance was designated one male, one female, which is not ideal in terms of physical gender segregation, i.e. it is preferable to deploy a double unit for either male or female use.

In terms of excreta management, some superstructure units were sited over dug pits, which local communities (especially lower castes) were well motivated to dig: *“We asked them to dig one pit, and they dug three!”*, was one comment shared with the evaluation team.

The technology used by most beneficiaries, however, was pour-flush and, in many locations, the double units were connected to intact (or partially damaged) septic tanks using a variety of improvised connection methods⁸. A number of roster staff registered surprised at this having used both the latrine and pour-flush connector units on other NCA deployments, such as the Typhoon Hainan response in The Philippines. In any case these units were the only hardware used for emergency latrine provision: 200 units for 5,572 people represents a ratio of less than 28 people per latrine, intermediate between the Sphere ratios of 1:50 and 1:20.

Beyond the deployment of these emergency units, which was relatively straightforward, the greater challenge came with replacing damaged household latrines. The national estimated latrine coverage is estimated at 62 per cent, with 35 of 75 districts already declared Open Defaecation Free (ODF). In early 2000, as part of its strategy towards meeting the Millennium Development Goals, the government began implementing a Sanitation and Hygiene Master Plan to achieve the target of Nepal being ODF by 2017. A key element of the Master Plan was to have a no subsidy policy for household latrine construction.

The 2015 earthquakes were obviously a set-back to achieving this and the ODF target has since been moved back to 2018. However, in the context of the 2015 earthquakes a key challenge to replacing damaged household latrines was the government’s no subsidy policy with latrine construction grants limited to just NPR5,000 (NOK377). Although it was recognised that basic repairs might be achievable for NPR3,500 to 5,000 (NOK264 to 377), many NGOs, including NCA, recognised that NPR5,000 was far too low for a complete latrine replacement, with NPR37,450 (NOK3,000) being a more realistic figure, given that both latrine superstructure and a septic tank would need to be built. Another initial driver of the low subsidy was the possibility that people might have to spending a significant amount of time in camps, where 10-20 people might use each emergency latrine. In reality, however, established camps were confined to the Kathmandu valley and existed for just a few weeks.

What was needed, especially in the many inaccessible areas of Gorkha and Dhading, was individual support for household latrines. This led to NCA and other NGOs having lengthy discussions (which delayed implementation) with the WASH Cluster over latrine design, noting that there were already 10 different national designs, including biogas versions. Despite these institutional challenges, NCA though its partners was able to support the construction of almost 4,000 household latrines. Some structures had to be sited some distance for people’s houses as rubble made access to the original latrine site difficult or impossible. As with the water repair rehabilitation work, there were issues around quality of construction and the provision of technical supervision to ensure build quality, though a full survey of these works was outside the scope of this evaluation. A difference in quality was, nonetheless, obvious amongst the three project partners, from poorly mortared external latrine walls (FSCN) to very robustly built, and innovative, structures (FAYA).

⁸ Pour-flush connection kits were available from the Dubai stock at the time but, for reasons unknown, were not sent to Nepal.

Timeliness (CHS 2)

Emergency latrines, as discussed above, were rapidly installed, especially in high priority areas. There were some logistics/delivery challenges but these were overcome where possible using helicopters. This level of efficiency would not have been possible without the early deployment of the FCA/NCA logistics officer who established excellent links with the UN logistics hubs in Kathmandu and Gorkha.

The latrine design and unit cost challenges outlined above with household and school latrines understandably caused some delays. Another challenge in some areas with female headed households – due to husbands being migrant workers – was the shortage of labour to dig pits. In some cases, NCA staff helped dig pits themselves to help meet the needs.

Effectiveness (CHS 2)

Both emergency and household latrines appear to have been effective at significantly reducing open defecation in the project areas, thus contributing to the fact that diarrhoeal outbreaks were successfully prevented in the project areas.

It would have been preferable to send more latrine kits, together with their matching pour-flush connection modules. This would have been better use of funds than sending the (unused) water treatment unit. The overarching principle here is that thorough assessment should precede decisions being taken on the type and quantity of equipment needed.

Efficiency (CHS 9)

The sanitation response was efficient and responsive, given the challenge of providing emergency latrines at both communal sites and schools in the early weeks of the emergency while at the same time re-establishing household latrines. Timing was also critical for transporting building materials given the pending monsoon in mid-June.

The household latrine programme was complicated by the subsidy issue mentioned above but, as the multisector emergency response and later recovery programme developed, the ability of some households to afford new latrines was helped by the NCA livelihoods programme.

A particular achievement of the school's latrine programme was that it re-established the importance of WASH in schools, from both student health and wider community health awareness perspectives.

4.2.1.3 Output 3: Hygiene

Target 1: 9,757 households receive hygiene kits

Target 2: Hygiene promotion programme increased knowledge of WASH-related health risks and are able to take action to prevent these

Appropriateness (CHS 1)

The hygiene promotion component of the WASH response involved a distribution of hygiene kits, a second round of replenishment and a variety of hygiene promotion messaging events and communication channels. Six key messages were quickly developed by the WASH Cluster, these being:

- routes of disease transmission and how to break them;
- handwashing techniques;
- latrine use;
- menstrual hygiene management;
- food hygiene; and
- water purification.

Hygiene promotion activities supplemented the water and sanitation elements of the project. There was a blanket distribution of hygiene kits via the VDCs to all earthquake-affected households. Accountability mechanisms included complaint boxes and signage indicating kit contents and contact numbers for both partner agencies and the DCA Kathmandu office. Kit contents were developed with the WASH Cluster and each kit contained:

- one bucket;
- a mug
- a jerry can;
- 10 bars of bathing soap;
- 2 bars of detergent soap;
- 2 women's' undergarments;
- 2 metres of red cotton sanitary cloth;
- aquatabs;
- a torch;
- a tap to fit to a handwashing station; and
- a bag to hold the kit contents.

Hygiene promotion was done by 216 Hygiene Promotors hired by DCA's partner organisations, with each person receiving two days of training. Additionally, local female Community Health Volunteers were also trained so that they could carry out hygiene promotion in their respective communities.

Trained staff undertook hygiene promotion activities door-to-door, in schools with teachers, in student clubs and during extracurricular activities. Targeted hygiene promotion was also undertaken with women's and mother's groups, youth groups, WUGs and water scheme beneficiaries.

Overall, the hygiene promotion programme was deemed appropriate to people's needs and was based around a combination of house to house and school-based hygiene promotion messaging.

Timeliness (CHS 2)

The first hygiene kits (which were not full kits) were airlifted by helicopter to Gorkha, mid-May. A second phase of hygiene kit distribution followed items being purchased in India by DCA's Regional Office in Delhi, and imported to Nepal by road.

Effectiveness (CHS 2)

Over the course of March and April 2016, a PDM survey was carried out in all four districts, surveying a total of 300 women and 177 men. The survey was done by implementing partner staff trained in the use of the Magpi Android App. The survey was carried out in a sample of VDCs in Gorkha, Dhading and Lalitpur and two municipalities in Bhaktapur. Although there was not a complete baseline data⁹ set for before the earthquake, there was significant measureable improvement in the respondents across the four areas before and after the earthquake¹⁰, as shown by the following:

- people who received hygiene promotion increased from 58 per cent to 100 per cent;
- people who reported they washed their hands with soap and water increased from 50 per cent to 92 per cent;
- those reporting a regular use of latrines with an increase from 37 per cent to 100 per cent; and

⁹ It has been recognised that the post distribution monitoring survey had certain limitations: the four districts, for example, already had WASH programmes before the earthquakes and prior to DCA/NCA's emergency intervention, but baseline data was not available from them.

¹⁰ It is not known if there was gender disaggregated data for the first of these three responses.

- an increased number of women (80 per cent) now practice good menstrual hygiene, compared with 33 per cent before this project.

There was also good evidence that hygiene behaviour was improved around the five key handwashing times.

Overall, 70 per cent of beneficiaries from the hygiene promotion programme have an increased knowledge of WASH-related health risks and can take action to prevent these. Eighty per cent of beneficiaries expressed satisfaction with the content of the kits.

Efficiency (CHS 9)

Overall, hygiene promotion appears to have played a crucial role in preventing a breakdown of hygiene in the wake of the earthquake. A key additional factor additional in this was the role played by the PSS programme supported by the Church of Sweden, which helped people move on psychologically from the trauma of the earthquake and focus on important hygiene behaviours.

4.2.2 Assessment

The WASH-related activities put in place through this emergency response have clearly resulted in an overall improvement since the start of this project. In addition to having access to water once again, awareness of hygiene issues has significantly increased, both at schools and at the household level. This has been an important change in peoples' thinking.

The quick and decisive actions taken by the ACT Alliance partners in the first instance meant that a plan was already being discussed within 24 hours of the event. Initiated by the Alliance members in Nepal, and then supported through the nascent ACT Fast initiative, NCA WASH expertise was being deployed within 48 hours of the earthquake. While the timing of this deployment and early planning should be clearly recognised, for future such exercises more preparation should nonetheless be given to ensuring that a local co-ordinator either exists or is in the process of being identified. Early co-ordination and a clear WASH team mandate is essential on the ground, given the confusion and competing interests and needs of such situations. This issue needs additional consideration by key ACT Alliance members in preparation for a similar situation.

Included in this discussion and a possible review of approaches should be recognition of the absolute importance of local partners in an emergency response and to better understanding their potential needs at such a time. ACT Alliance members were fortunate in having a number of such partnerships already existing in Nepal: the capacity acquired for not only DCA, but also FAYA, ECO-Nepal and FSCN, through the NCA deployments has meant a great deal to each institution. Further, practical sectoral training would, nonetheless, be appreciated in such situations.

4.2.3 Conclusions

Despite having to deal with an unprepared situation – the poor level of disaster preparedness in Nepal for an event of this scale – having to deal with a number of difficult constraints which affected procurement and logistics, and working with some remote and cut off mountain communities, this response has provided much needed support to a great many beneficiaries in a very short period of time.

Associated with repaired access to water have also been several moves to improve sanitation and hygiene, with good findings being observed through this evaluation in terms of water management in homes, physical cleanliness as well as basic improvements and increased awareness of good sanitary

practices. The benefits that improved sanitation facilities for girls in schools have been widely appreciated and it will be surprising if this initiative is not selected for future replication by NGOs focusing on WASH/health issues.

5. LESSONS LEARNED

The following lessons, extracted from discussions held during the course of this evaluation, are intended to help inform and shape future decision-making in relation to NCA's WASH deployments and related sectoral support. Rather than focusing on any particular phase of an emergency response, they are instead intended to reflect on the entire project as they might find relevance at different stages of an operation.

5.1 CO-ORDINATION, WASH TEAM MANAGEMENT AND DEPLOYMENT TIMELINES

5.1.1 Appoint an in-country Emergency Manager for the response programme as quickly as possible (CHS 6)

This emergency response highlighted the importance of having from the outset a single person being responsible for overall co-ordination of incoming WASH staff from NCA as well as roster personnel. This person needs to have a clear agenda and be prepared to identify needed resources – financial, personnel, technical (see 5.1.2), logistical and other – quickly and efficiently, and have the mandated authority to do so. S/he, in turn, should identify local managers/co-ordinators for different regions or tasks, from within local partner staff. S/he should also be prepared to act as the focal point with other ACT Alliance members in country to co-ordinate their – perhaps parallel, but supportive – inputs to the overall WASH response.

5.1.2 Appoint a WASH Technical Team Leader as early as possible (CHS 9)

Where WASH staff deployments are anticipated, an on-site WASH Technical Team Leader is required from the outset in order to help with initial assessments and decide on priorities for the response. Working with the Emergency Manager, s/he should liaise directly with local partners in assessing capacity, needs and response priorities. The Technical Team Leader should have the capacity to effectively liaise with government authorities (together with local partners), the WASH (and other related) Clusters, in situations where this system is activated, and others, e.g. the private sector.

5.1.3 Local knowledge of actors and their respective sectoral capacities is critical (CHS 3, 6, 7)

DCA's local partners played an important role in mobilising communities and delivery of support. In similar instances, a rapid assessment of partners' inherent skills (technical and managerial) should be conducted as early as possible, by the Emergency Manager and Technical Team Leader, together, if possible. Local partners should have, as a minimum, either some technical expertise or a track record or project management.

5.1.4 Interagency collaboration enhances beneficiary identification (CHS 1, 6)

Early identification of intended beneficiaries not only ensured that the most vulnerable households were recognised and reached but also that wasteful duplication of effort and resources was avoided. While this was a government led component of the overall response, consultations ensured by DCA and its local partners helped expedite this targeting. While communication challenges were initially experienced with the WASH Cluster, this was overcome through a determined effort on the part of other WASH-practising NGOs. A significant overall achievement in this response has thus been a high level of information sharing and collaboration between and within responsible government structures, other NGOs and sectoral clusters.

5.1.5 Early appraisal of the expertise and capacity of ACT Alliance in-country members can result in complementary actions (CHS 3, 4, 6)

Sharing communication on appeals and early agreement between ACT Alliance members on “who works where” led to effective start-up, clear identification and matching of roles and skill sets and co-ordination with government. It also enabled a broader network of partners to engage: funds provided to DCA through the Church of Sweden, for example, allowed PSS support to be provided alongside WASH in some instances.

5.1.6 Clear co-ordination and reporting lines need to be established and respected by all deployed experts, who should have a clear mandate with the host agency (CHS 6, 8)

Where an organisation such as NCA does not have a presence on the ground, the clear designation of a “Host” organisation needs to happen at the earliest possible moment. Communication lines need to be established and a focal person appointed to co-ordinate internal and external communications, including those people being deployed, linkages with government services and, if present, the cluster system, logistics and others. This role should ideally be divided between a Technical Team Leader covering technical issues and the relevant clusters and the national authorities and an Emergency Manager covering more internal/FAST/wider management issues.

5.1.7 NCA WASH staff/Roster Experts need to be familiar with NCA WASH assessment tools and other key tools used by the WASH Cluster (CHS 1, 2, 3, 6, 9)

All WASH personnel being deployed in an emergency need to be fully conversant with all NCA WASH assessment tools and informed of the latest and most appropriate technologies that might be considered in a given situation. Those being deployed should also be aware of all major WASH Cluster guidance and tools, in particular the Initial Rapid Assessment (IRA) as well as the Multi-cluster Initial Rapid Assessment (MIRA) tools. Roster deployees should also be trained and equipped with necessary engineering design software to allow them to start this function immediately upon arrival.

5.1.8 Invite host agency staff to participate in WASH assessments (CHS 2, 4, 7)

As part of capacity building and ownership, where possible local host agency staff (in this case DCA) should be included in WASH assessments. In this way, sector-specific experts dealing with shelter or health for example, can also experience at first hand the WASH needs as these might relate to these sectors. This could help with overall cohesion in the response and avoid duplication of effort.

5.2 COMMUNITY ENGAGEMENT

5.2.1 Community motivation is a must: a bottom-up approach essential (CHS 3, 6)

In any emergency response, securing community engagement and trust is paramount. Given the life-saving importance of WASH-related activities, this sector offers a perfect entry point with any affected community and maximum advantage should be taken of this possible opening. Co-ordination should be ensured through recognised local leaders with key informant members from the community and national partner organisations then receiving training and any additional support required to advocate on behalf of the WASH team.

5.2.2 Addressing trauma and stresses should be prioritised in the response, if PSS is to be considered as a support activity (CHS 1)

Delays in providing PSS can make it difficult to engage with affected people – especially men – and address their needs as they may question the relevance of this support weeks after an event has happened. Addressing PSS in the immediate aftermath of a shock can help mobilise people into working together, which itself can provide an important distraction from what has happened, while at the same time helping build community cohesion. This approach both requires and enables partner NGOs to maximise their established community linkages for optimal emergency programme impact.

5.2.3 Beneficiaries and project staff/roster members should be aware of complaint mechanisms and reminded of their existence at regular meetings (CHS 5)

Complaints of any kind are always easier to address sooner rather than later. Compliance to CHS and other standards requires open and transparent complaint mechanisms to be available to all. Project beneficiaries need to be aware how such systems operate and to view such feedback occasions as positive opportunities. While complaint systems were included in this emergency response it is important to highlight – and remind future project partners of – the need for people of all castes to have an equal understanding of these mechanisms.

5.3 WASH AND RELATED RESPONSES

5.3.1 Provide early practical training and materials for hygiene promotion, rather than front end focus on theory (CHS 1, 2)

Basic training is likely to be required by most community mobilisers and WASH/Hygiene promoters, post-emergency. Advantage should be taken of using – though adapting as necessary – existing awareness raising and promotional materials from the WASH Cluster. While comprehensive training should be the end goal, early provision of simple practical tips, guidance and materials will be welcomed by WASH/Hygiene promoters to enable them to immediately interact with other community members.

5.3.2 Improved sanitation conditions can lead to higher school attendance (CHS 3)

Communicating improved sanitation facilities (latrines) at schools can result in higher attendance figures as parents are reassured that the possibility of their children contracting an illness is lessened. At Balmikeshwor Lower Secondary School, eastern Bhaktapur District, school principals reported that 50 new pupils (almost equal representation of boys and girls) had enrolled in the school since the post-earthquake construction of the new latrine block and improvement of water facilities.

5.3.3 WASH responses should, where possible, also integrate complementary activities, primarily PSS, livelihood support and health and education (CHS 6)

The complementary interventions seen alongside WASH in this emergency response have demonstrated clear and recognised benefits of integrating livelihoods, PSS and WASH, in particular. Not only did PSS help people overcome some of their fears, but it also helped stimulate and sustain community interest in addressing hygiene issues, for example. This has, in turn, significantly helped people move away from the disaster towards recovery and, now, development. Livelihood programming also paved the way to increased household income which, in turn, enabled people to repair/rebuild latrines and, in some instances, obtain credit to help rebuild damaged houses.

5.3.4 Technical support from NCA has enabled DCA and local partners to develop respective in-house WASH capacity and expertise (CHS 3)

Newly acquired skills have been a much appreciated outcome of this collaboration, across the partnerships. As a result, DCA's local NGO partners have enhanced their existing humanitarian capacity but in addition have developed a certain level of WASH technical know-how, as a result of which they are now well placed to deliver effective and timely responses in future, especially if international NGOs face certain operational restrictions. In a different vein, this newly acquired expertise has also led to the recognition of some partners, including DCA and ECO-Nepal, to attract separate new funding that will allow communities to receive additional support from what they received through the emergency response.

5.3.5 Maintain a balance between soft (e.g. hygiene training) and hard (infrastructure repair) WASH components during emergency response (CHS 1, 2)

As important as it is to quickly re-establish damaged water and sanitation facilities, post-emergency, communities are likely to engage more consistently and meaningfully with WASH support if they are also guided or reminded on some of the simple, basic actions to take, such as personal hygiene. In the current response, this was certainly highly appreciated and likely played an important role in preventing outbreaks of disease, even in circumstances where people were either forced or chose to live in closer confines with others that they would previously have done. This observation points to an overall well integrated WASH emergency programme with good linkages between hard and soft components of the programme.

5.3.6 Having a longer term vision – towards recovery and development – made the NCA/DCA response support stand out from other actors (CHS 1)

International agencies responding to this disaster had differing perspectives with regards their potential length and scale of engagement. Both NCA and DCA were clear about this, intending to remain and provide additional support after the immediate emergency response. This is thought to have attracted positive attention and support from other international partners. Aspects which stand out include engagement of local partners, recruitment of local staff and the form of collaboration which was quite different to many other international NGOs.

5.4 OTHER

5.4.1 Cash provisioning early in the response was a key innovation for DCA: its success resulted in it being adopted and applied by Shelter and other clusters (CHS 1, 2, 6, 7)

Difficulties in procuring shelter materials in the first instance led DCA to consider providing cash to identified beneficiaries. The system – co-ordinated by DCA – proved highly effective, though some adaptation was required with vouchers in areas where mobile reception was either unreliable or non-existent. The success of the application was recognised and appreciated by government (and recipients, as it effectively allowed them a choice), being also adopted by certain clusters. Further application for WASH-related activities should be explored by NCA/DCA. Distribution of hygiene kits through cash/vouchers was considered but market analysis/materials availability indicated that this would not have been appropriate in this context and not possible in remote locations.

5.4.2 Media visibility should not take precedent over project implementation activities (CHS 4, 6)

A balance needs to be ensured between competing needs during an immediate emergency response. In this instance, the presence of a foreign media crew distracted attention and resources from essential life support relief assistance. Media teams should be fully independent but prepared to align with overall response co-ordination.

CASE STUDY: MOVING ON FROM THE EARTHQUAKE WITH THE ADHIKARI FAMILY, GORKHA DISTRICT

Shiva and Maya Adhikari live in a village near Maikasong, Gorkha District and were at home on the 25th April 2015 when the first earthquake hit Nepal. Their house suffered extensive damage, especially to the upper floor where their children sleep on one side, and where they store grain on the other. The whole family were very frightened and initially had no choice but to live under a tarpaulin in one of their neighbour's fields.



Another challenge they immediately faced was that their water supply came from a spring behind their house but the pipes supplying their home were damaged because of the earthquake. Their family latrine was also damaged so badly that it needed replacing. Overall, personal hygiene became a real challenge for the entire family.

NCA's Nepal partner ECO-Nepal provided a range of assistance to help the Adhikari family. First, with technical support from NCA water and sanitation experts, repairs were made to the damaged water pipeline, restoring their household water supply. ECO-Nepal also distributed chlorine tablets and trained the family in how to use them correctly to treat their water as there were concerns about contamination of water sources after the earthquake.

ECO-Nepal and NCA also supported the family's latrine being re-built within two months of the earthquake. For this, the family received NPR5,000 (NOK377) and latrine materials while family members provided the labour. ECO-Nepal also distributed a range of essential hygiene items such as a bucket, bathing and detergent soap, underwear, sanitary cloth and a tap to fit to a handwashing station. Over and above all this physical support being provided, within two weeks of the earthquake, ECO-Nepal also began a counselling programme to support the family psychologically and help them move on from the trauma of the earthquake.

Like others affected families in the community, it took a long time to find both the funds and skills to move back into their homes again. The Adhikari family only moved back into their repaired home in November 2016, using a grant of NPR15,000 (NOK1,131) given in instalments through ECO-Nepal. The fear of aftershocks – the last of which happened in November 2016 – was also a delaying factor for some people.



In addition to dealing with hygiene and water access issues, a major challenge has been a lack of skilled labour to finish the construction work as there is a shortage of masons skilled in building earthquake resistant housing. ECO-Nepal has been addressing this challenge by providing additional specialised training to local masons in how to build earthquake-resistant houses to national standards.

Illustrations: Large cracks in Shiva Prasad Adhikari and Maya Devi Adhikari's home; Maya Adhikari outside her new latrine.

6. RECOMMENDATIONS

6.1 EMERGENCY RESPONSE PLANNING

6.1.1 ACT Fast: Greater clarity and agreement is required in relation to personnel deployment and logistics (CHS 9)

Early decisions to deploy roster members or key staff should only be done after initial consultation with the intended Act Alliance partner in country. The respective Country Director's office needs to be involved in early discussions on engagement, deployment and possible needed recruitment.

6.1.2 Guidance is required for potential ACT Fast Lead Agencies in terms of local partner selection (CHS 3)

Most, if not all, ACT Alliance partners will have their respective local partners. As part of contingency planning, it is advisable that a mapping exercise is concluded which briefly maps sectoral expertise against where such partners could operate in country in the case of an emergency. This should help with transfer of responsibilities from one agency to another which could, in turn, positively influence the transition from emergency to recovery. As a minimum requirement, local partners should have relevant technical expertise and/or programme management competencies.

6.1.3 Local ACT partners are probably best placed to assume co-ordination with clusters and/or relevant local authorities (CHS 4, 6)

Incoming deployment teams should not attempt to establish immediate, direct links with local government authorities or the IASC Cluster system, if established. This is best assumed by a Technical Team Leader in consultation with the in-country ACT Alliance Lead Agency, given that they will already know who the main actors are, or are likely to be, and are best positioned to advise roster experts and others on critical issues, including cultural sensitivities. This is also important in terms of building recognition around country hosting agencies.

6.1.4 Designated local co-ordination is essential to orient and co-ordinate the response team (CHS 4, 6)

A Technical Team Leader or Emergency Manager needs to be designated at the outset to co-ordinate an incoming technical response team and ensure that related logistics are being managed. This is to ensure proper local co-ordination with the host partner as well as with relevant clusters, other INGOs and government institutions.

6.1.5 In country ACT Alliance Lead Agencies should identify a humanitarian supplier in the Emergency Preparedness Response Plan and establish a MoU/Framework Agreement with them (CHS 9)

While it is recognised that not every relief item can be stockpiled in anticipation of an emergency, preparations should nonetheless be in place to speedily direct sectoral specialists to potential suppliers of known quality items. The in-country Emergency Preparedness Response Plan (EPRP) is considered a suitable point of reference for this information to be registered.

6.1.6 Psychosocial support should be consistently considered as a linked activity with WASH in emergency response (CHS 1)

Ideally, PSS should be considered as a companion activity to WASH, following initial needs assessments. Such support could then be further re-inforced in the weeks immediately following a disaster, allowing time for more skilled, professional PSS assistance to be provided, including the creation of community alert groups comprising affected individuals.

6.1.7 Where practical, host agency technical staff should be included in WASH assessments (CHS 3)

If possible, a host agency's technical staff (e.g. shelter, nutrition, livelihoods) should be an active part of initial WASH assessments. This will help align e.g. shelter repair with WASH-related activities such as latrine (re-)construction and, in turn, likely greatly facilitate any later move from response to recovery.

6.2 EMERGENCY RESPONSE

6.2.1 A careful balance of technical and management expertise needs to be struck in deployments (CHS 8, 9)

The majority of deployed roster personnel should be experienced humanitarians. However, and particularly in an L3 emergency response, room should be made for a modest number of less experienced people to be deployed who will be supported and mentored by more experienced staff. To maximise this learning and development opportunity, trainees should ideally have longer deployments.

6.2.2 Deployed staff or roster experts should be prepared and capable of providing training and mentoring skills to others (CHS 3)

To make maximum use of in-country resources, in particular the capacity of ACT Alliance staff and that of their respective partners, specialist WASH Advisors should be deployed as a priority. Training – possibly “on the job” at first – should be provided to local counterparts, followed when appropriate with softer skills training, for example hygiene promotion. These requirements should be reflected in the Terms of Reference of roster experts and others being deployed.

6.2.3 Deployed WASH personnel must be familiar with WASH Cluster tools and skilled enough to adapt and contextualise approaches as the context requires (CHS 1, 2)

All those being deployed should be familiar and equipped with relevant WASH Cluster tools, design software and keenly aware of the need to contextualise approaches to the local context and culture. Deployed expatriates should have training, mentoring skills and Terms of Reference to build the capacity of national staff – where needed – so they can hand over selected responsibilities to national staff in a timely way prior to departure. Deployment policy needs to be explicit in stating minimum deployment lengths.

6.2.4 Give due consideration to the skills of national staff (CHS 3)

The capacity of national staff should be fully assessed and strategically utilised both for EPREP as well as emergency response. Deployment of expatriate expertise must be simultaneously matched and coordinated with the rapid hiring of relevant local technical staff. Without this recruitment linkage, the impact of incoming expatriates will be reduced. This applies especially in WASH responses where national partner organisations have no WASH capacity.

6.2.5 An integrated approach to WASH should be considered from the start (CHS 6)

While WASH (including Hygiene) was the main thrust of this emergency response, additional elements were included, e.g. shelter, livelihoods and PSS. These were highly appreciated by project beneficiaries as they provided economic and social assistance which might otherwise not have been forthcoming. Should this be considered in future, it will be important to ensure that implementing partners themselves either have the required expertise, or are provided with appropriate training to allow them to fully introduce and support such activities. WASH support, however, should not be considered a stand alone activity.

6.2.6 The importance of youth as hygiene and sanitation advocates should not be overlooked (CHS 3)

Children are effective and willing communicators of new information, transferring what they might learn in terms of good hygiene practices at school to their home situations. School-based hygiene promotion activities offer a particularly opportune occasion to extend hygiene promotion beyond the classroom to reach pupil's own homes and broader families. If enabled early on following an emergency this can also help motivate parents, particularly women, to once again becoming responsible for ensuring good health and safety practices in the home.

6.3 POST EMERGENCY AND TRANSITIONING TO RECOVERY

6.3.1 Ensure a robust monitoring and evaluation system is put in place as quickly as possible for the response, adapting the lead agencies' own system as required (CHS 1-9)

Timely and quality monitoring and evaluation is essential both to measure impact against assessed needs and available baseline data, inform future strategy and advocacy, and meet project and donor reporting requirements. Findings should be actively applied to inform and influence agencies' own future activities in WASH and related response activities. Early agreement should be reached on the modalities and resources needed to collect key indicator data to enable future reporting and evaluation against CHS, Sphere, Do No Harm and gender mainstreaming.

6.3.2 Consistency in delivery needs to be ensured across all partners (CHS 3)

The lead in-country agency needs to ensure that consistency is achieved across all partners implementing the same service, e.g. construction quality and application of water user fees. This requires close monitoring but is essential given that one of the main outcomes of interventions such as technical WASH deployments by NCA is the opportunity for a local NGO to build its own capacity in that field.

6.3.3 End-of-project evaluation should be completed either before the end of the project or within two months of project completion (CHS 4, 5, 7)

An evaluation within the last two months of the project can still be used to inform actions, especially if follow-up development support is anticipated. Delayed evaluations can experience difficulty in separating out emergency interventions and outcomes from other longer term interventions which might have already started during follow-up support, e.g. livelihoods. Emergency project personnel too might no longer be available for discussions, thus losing out on institutional memory. Where applicable, NCA should be routinely included in ACT Alliance joint monitoring visits and evaluations, whether it is in a supporting role or with an NCA country office.

6.2.4 Strengthen Water User Groups, including their links with Forest User Groups (CHS 3)

User Groups are an important component of communities in Nepal, forming essential links with local government. Compared with the highly effective Forest User Groups in this country, Water User Groups are much less structured and influential. They do, however, have a key role to play in advising on water systems post-disaster and in taking responsibility for medium and longer term management of water infrastructure. Including WUGs – or their equivalent in other countries – should therefore be a specific objective in emergency WASH response. Links with Forest User groups are important for the long-term, considering that an overall watershed management approach to water provisioning and WASH might be a viable broader strategy.

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ANNEX I TERMS OF REFERENCE FOR THIS EVALUATION



NORWEGIAN CHURCH AID actalliance

20 December 2016

Type of Evaluation:	External evaluation
Sector:	Emergency WASH; Reconstruction Relief and Rehabilitation and Disaster Prevention and Preparedness
Funding:	NOK 25,190,000
Period under Evaluation:	April 2015 - May 2016
Dates of Evaluation:	December 2016 - February 2017
Purpose of the evaluation:	Ensure NCA organizational learning from the NCA WASH emergency response to the Nepal Earthquake

1. Context and Program Background

On the 25th of April, a 7.8 magnitude earthquake hit Nepal, killing 9000 people and injuring more than 21 000. Over 800,000 homes were destroyed. It was followed by another massive earthquake on 12th May. NCA launched a joint response with ACT Alliance Nepal based partner with the first NCA assessment team left NCA Head Office within 48 hours of the earthquake.

The joint NCA/Nepal partner project was financed by fundraising in Norway, the ACT Alliance and Norwegian MFA funding. The project worked in Gorkha, Dhading, Lalitpur and Bhaktapur, and focused on Water Supply, Sanitation, Hygiene, Cash for Immediate Shelter, Food Baskets and NFIs. The response was coordinated with local authorities and the sectoral clusters to effectively target specific Village Development Committee (VDC) areas. NCA's Nepal partners local network of partners was at the centre of the response and the WASH projects were implemented with them. NCA supported these local network partners with national and expatriate expertise.

1.1. NCA WASH response

NCA implemented its emergency response in cooperation with NCA Nepal partner in their regional office in Nepal. NCA provided humanitarian staff, logistics, and technical WASH resources to the joint response.

The primary focus of the NCA humanitarian response was aimed to reduce vulnerabilities of earthquake affected individuals /communities through the provision of emergency WASH assistance. The response reached more than 100 000 beneficiaries during the project period, and 27 000 people were reached during the first hundred days:

Outcome 1: Water supply:

- 30185 beneficiaries' access to safe and sufficient water meeting sphere standards.

Outcome 2: Sanitation:

- Toilets to 35 276 people, including emergency toilets for 5572 people.
- 3 836 family latrines with handwashing facilities rehabilitated or constructed according to sphere standards along with 141 school latrines.

Outcome 3: Hygiene:

- 9 757 households received hygiene kits,
- Hygiene promotion programme increased knowledge of WASH-related health risks and are able to take action to prevent these.

Both NCA and NCA Nepal partner are HAP certified as well as committed to the Core Humanitarian Standards to ensure accountability to affected population including participation in programme planning and implementation as well as right to give feedback.

Both NCA and NCA Nepal partner have at the core of their strategies to include local actors in disaster response. Four local partners were chosen to be part of the WASH response.

1.2. Funding:

NCA has funding Norwegian Ministry of Foreign Affairs and own NCA earmarked funding was in total NOK 25,190,000:

Norwegian Ministry of Foreign Affairs: NOK 14,290,000

- NOK 11,340,000 + NOK 2,950,000

NCA own earmarked funds: NOK 10,900,000

- NOK 1,400,000 : NCA own earmarked funding
- NOK 3,000,000 : to the ACT Appeal
- NOK 6,500,000 : to the ACT Appeal

2. Evaluation Scope

Scope of this evaluation encompasses NCA WASH emergency responses to the Nepal earthquake in cooperation with Nepal Local partner. The project was implemented between May 2015 to April 2016 in districts of Lalitpur, Bhaktapur, Dhading and Gorkha in Nepal.

NCA went into cooperation with ACT Alliance in line with the "ACT fast" initiative to pool personnel and resources to have more impact.

3. Evaluation Purpose

The primary purpose of this evaluation is to ensure NCA organizational learning from the NCA WASH emergency response to the Nepal Earthquake. The evaluation should include assessment of:

- Assess the appropriateness, timeliness, effectiveness and efficiency, of the NCA's supported WASH activities with recommendations to help NCA integrate lessons learned and best practices in future NCA emergency response
- Assess the WASH intervention compliance with CHS / Do No Harm / Sphere standards and gender mainstreaming commitments.
- Assess the role of local actors in the NCA/NCA Nepal partner emergency response.

The new NCA Global Strategy plans to scale up NCA humanitarian work and it is expected that lessons learned and recommendations from this WASH evaluation will better empower NCA to respond to future large-scale humanitarian crises with an improved quality of services. NCA is

advocating for an increased role for local actors in disaster response and will therefore also need to assess the role of local actors to inform NCA policies and identify evidence for strengths, weaknesses, opportunities and threats to their role.

The evaluation will compliment and build on the NPL- 151 evaluation of the ACT Appeal Nepal Earthquake Response from July 2016.

4. Evaluation Methodology

Emphasis should be on capturing the arc of the NCA Humanitarian intervention, looking at how the program as a whole addressed the overall program objective, as well as the success or effectiveness of specific types of interventions at different points over the course of the program.

The evaluation will assess the NCA organizational capacity and field-based support and provide lessons learned with recommendations to improve future NCA WASH program actions.

The evaluator(s) will ensure to cover and take into account the perceptions of the various stakeholders (beneficiaries, local partners, local authorities, other NGOs or UN agencies involved in relief operations and project team, NCA Head Office) for each question.

The specific evaluation methodology will be defined by the evaluators; however, there are some components that should be part of the process:

- **Initial briefing** by NCA to highlight key priorities and expectations of the evaluator and provide relevant documentation, including ACT evaluation.
- **Inception report** submitted at the end of the inception phase providing details of the proposed approach, methods and specifying the issues and themes to be studied - including data gathering, approach to cross cutting issues and analysis
- **Desk –top review** of all program documentation & monitoring documents with analysis of the information.
- **Internal stakeholder interviews** including relevant NCA staff in the Humanitarian Division and NCA rosters members.
- **External stakeholder’s interviews** including representatives of the local actors, of ACT Alliance partners in the Nepal ACT forum, local community authorities as well as beneficiaries.
- **Field trip** to Nepal to interview relevant stakeholders
- **Dissemination** to discuss and refine recommendations (Oslo HO)
- **Analysis of all data** and synthesis of findings into a final report
- **Final Report**

5. Evaluation Questions

Questions guiding the evaluation exercise will include but are not limited to the ones listed below. However, these questions are only a guide on what is expected from the independent consultant.

Appropriateness:

- Were objectives of the WASH interventions appropriate? Where they based on a systematic, objective, ongoing analysis of the defined needs developed in cooperation with relevant stakeholders and anchored in the local context?

- To what degree did the WASH response specifically targeted and reached vulnerable groups like women, the elderly, the disabled and any other marginalized groups in the projects' area?
- To what degree were participatory, accountability/complaint-feedback and cross cutting issues integrated in the WASH response.

Effectiveness / Timeliness:

- Was NCA response timely?
- Did internal NCA HO and NCA field based management structures ensure the effectiveness, timeliness and efficiency of the humanitarian WASH response?
- What was the nature and quality of the NCA/NCA Nepal partner joint WASH program model and effectiveness of the coordination with other actors?
- To what extent did local partner organizations have capacity to implement emergency WASH actions and how were any capacity constraints addressed?
- How did the NCA field based WASH team support longer term empowerment of NCA Nepal partner as well as the local actors so as to respond to future WASH emergency actions.

Efficiency:

- Was the relationship between the program costs and results reasonable?
- Were the most efficient approaches used during the implementation of the activities?

Lessons Learned /recommendations:

- What are the key learning /recommendation points to improve future NCA WASH program performance?
- What are the strengths, weakness, opportunities and constraints when working with and through local actors in a WASH response such as the one in Nepal?
- What are the examples of compliance with quality and accountability standards?

6. Timing and Deliverables

NCA and Consultants Implementation plan:

WHAT	WHEN	MAIN RESPONSIBLE
Contract signature NCA and Proaction Alliance	21 December 2016	NCA Human Resources and Proaction Alliance
Contacts exchanged between DCA and Proaction Alliance	21 December 2016	NCA Steering Group
Background documentation received by Proaction	22 December 2016	DCA/NCA Steering Group
Data review		Proaction
Inception report submitted to NCA	5 January 2017	Proaction
Travel to Kathmandu	9 January	Proaction
Meeting with DCA/local partners; finalisation of workplan	10-11 January	DCA and Proaction
Travel to field; on site assessments; consultations with partners and households	12-18 January	DCA, Proaction and NCA field partners/government
Final meetings with partners in Kathmandu	19 January	DCA and Proaction

Debriefing (Kathmandu)	20 January	DCA and Proaction
International travel - London	20 January	Proaction
Data consolidation and report writing		Proaction
1 st draft report to NCA*	8 February	Proaction
Final report submitted (with NCA comments addressed)	15 February	Proaction
Debrief with NCA Oslo	Tbd (after acceptance of report)	DCA and Proaction

*Final report within the minimum requirements: **1-30 pages** :

- One-Two pages: Lessons learned /Recommendations.
- Three pages: Executive Summary.
- 25 pages: Presentation of the findings.

Target report recipients :

The report of the assignment is intended primarily for NCA International Department in Oslo. The report will be shared with back donors, Nepal local partner, ACT Alliance and other relevant stakeholders

Timeframe

From signing of evaluator(s) contract to final report submission: Up to - 32 work days in total.

7. Resources available

Office space in Oslo and in NCA Nepal partners office NCA documentation

8. Recruitment process

The selection of the candidate will follow the steps below:

- Reception of the candidatures. Short list according the following documents:
 - CV and motivation letter
 - Draft of Work plan
 - Detailed compensation expected (consultant fee t per day and any other costs – transport/ accommodation)
- Interview with candidates
- Selection of the candidate

9. Qualifications of the evaluator(s)

- Minimum of five years of professional experience in evaluations
- In-depth knowledge and experience about humanitarian response programmes, including WASH
- Knowledge about Nepal
- Fluency in English
- Excellent interpersonal skills

Annex 1: About NCA

Norwegian Church Aid (NCA) is a diaconal organisation mandated by churches and Christian organisations in Norway to work with people around the world to eradicate poverty and injustice. NCA provides humanitarian assistance and works for long-term development. In order to address the root causes of poverty, we advocate for just decisions by public authorities, businesses, and religious leaders. Our support is provided unconditionally, with no intention of influencing anyone's religious affiliation. Most of NCA's work is undertaken together with local civil society partners— many of whom are faith-based actors.

Committed to international ecumenical cooperation and development effectiveness, NCA is affiliated with the World Council of Churches and is a member of the ACT Alliance. The ACT Alliance is a coalition of churches and affiliated organisations working together in over 140 countries to create positive and sustainable change in the lives of poor and marginalized people.

NCA and humanitarian response

As a part of a new global strategy, NCA will scale up its humanitarian work with an increased capacity to respond to large-scale humanitarian crises with high quality services in order to save lives, alleviate suffering and protect human dignity.

Expertise on water, sanitation and hygiene

Although NCA provides various types of emergency relief, depending on the context in order to meet needs and fill gaps, our global expertise is providing water, sanitation and hygiene (WASH) services. Timely and adequate provision of clean water and sanitation services is therefore crucial. NCA's competence in providing WASH services in emergencies is based on its long-term WASH experience. Central to long-term WASH activities is to support communities to claim their rights to water and sanitation and to practice good hygiene.

About evaluations in NCA

Evaluations are viewed as a significant tool for management and planning in Norwegian Church Aid (NCA). The purpose of evaluations for NCA is first of all **learning**. Evaluations are used in order to improve our programmes and projects, and also as tools for documenting results. More specifically, evaluations can be used **strategically** to change focus areas and goal hierarchy in country plans, introduce new elements in our programmes and change the involvement of stakeholders. Other purposes of evaluations are to promote and assess **accountability** towards our rights-holders and to **verify** that funds are spent according to planned objectives. NCA is a certified member of Humanitarian Accountability Partnership (HAP). All evaluations should include a part related to how NCA is fulfilling the "Standards and Commitments" (including accountability) as spelled out in NCA's Accountability Framework.

ANNEX II CORE HUMANITARIAN STANDARDS



In the text of this evaluation CHS numbers 1-9 refer to which of the CHS commitment(s) above are being commented on or referred to.

For additional information please see www.corehumanitarianstandard.org

ANNEX III EVALUATION ITINERARY

When	Time	What
11 January		Arrival of evaluators <ul style="list-style-type: none"> Airport pick up
12 January	10:00 – 12:00	Briefing Meeting <ul style="list-style-type: none"> Brief presentation from DCA on programme approach focusing on WASH and Humanitarian Response and followed by discussion (with DCA Management Team and Project Key staff) Finalization of itinerary and work plan Security briefing
	12:00 – 1:00	Lunch Break at DCA Office
	1:00 – 5:00	Meeting at local partners' offices and interview with Key Informant at Partners Offices: <ul style="list-style-type: none"> Friends Service Council Nepal – FSCN Environment and Child Concern Organization – ECO Nepal
	5:00	Back to hotel
13 January	9:00- 5:00	Visit to Bhaktapur District
	9:00 – 10:00	Travel to Chaling, Changunarayan Municipality -1 Bhaktapur District <ul style="list-style-type: none"> Observation of WASH and Livelihood activities Interaction with communities
	10:00 – 11:00	Observation of Chhaling water supply scheme followed by community discussion
	11:00 – 11:15	Travel to Changu, Changunarayan Municipality – 10, Bhaktapur
	11:15 – 12:00	Observation of household latrines & temporary shelters
	12:00 – 12:30	Travel to Bhaktapur Durbar Square
	12:30 – 1:30	Lunch Break at Bhaktapur Durbar Square
	1:30 – 2:15	Travel to Balmikeshwor Lower Secondary School, Dhareli, Bhaktapur
	2:15 – 2:45	Observation of school latrine followed by discussion with management committee
	3:00 – 4:00	Observation of livelihood activities followed by community discussion
	4:00	Back to hotel
	9:00 – 3:00	Visit to Lalitpur district
	9:00 – 10:00	Travel to Lubhu, Mahalaxmi Municipality
	10:00 – 11:15	Observation of Lubhu drinking water scheme followed by discussion with user's committee
	11:15 – 12:15	Travel to Bugmati, Karyabinayak Municipality
	12:15 – 1:00	Observation of Triratna school latrine and discussion with management committee
	1:00 – 2:00	Lunch break at Bugmati
	2:00 – 3:30	Observation of household latrine, livelihood activities followed by community discussion
3:30	Back to hotel	
14 January		Festival Holiday – Inception Report preparation
15 January	9:00 – 2:00	Travel to Gorkha District including lunch and hotel check in (Miracle Hotel)
	2:00 – 4:00	Briefing at ECO Nepal district office and interview with Key Informants (district staff)
16 January	8:00 – 11:00	Meeting with Local Authorities <ul style="list-style-type: none"> Representatives of District Water Sanitation and Hygiene Coordination Committee (D-WASH-CC) <ul style="list-style-type: none"> Local Development Officer – LDO Divisional Engineer at Water Supply and Sanitation Divisional Office
	11:00 – 4:00	Field visit to Makaisingh VDC in Gorkha District <ul style="list-style-type: none"> Observation of WASH and Livelihood activities Interaction with communities Interaction with Water Users' Committee
	4:00 – 5:30	Travel back to hotel

When	Time	What
17 th January	9:00 – 2:00	Field visit to Thanglichok VDC in Gorkha including Lunch Break <ul style="list-style-type: none"> • Observation of WASH and Livelihood activities • Interaction with communities • Interaction with Water Users' Committee (WUC)
	2:00 – 5:00	Night stay at Jana Jibika Hotel Dhading district
18 January	9:30 – 12:00	Briefing at Action Nepal district office and interview with Key Informants (district staff)
	12:00 – 1:00	Lunch Break
	1:00 – 4:00	Meeting with Local Authorities <ul style="list-style-type: none"> • Chief District Officer • Representatives of District Water Sanitation and Hygiene Coordination Committee (D-WASH-CC) <ul style="list-style-type: none"> ○ Local Development Officer – LDO ○ Divisional Engineer at Water Supply and Sanitation Divisional Office
19 January	9:00 – 3:00	Field visit to Nalang VDC in Dhading district including Lunch Break <ul style="list-style-type: none"> • Observation of WASH and Livelihood activities • Interaction with communities • Interaction with Water Users' Committee (WUC)
	3:00 – 4:30	Travel back to Kathmandu
20 January	9:00 – 2:00	<ul style="list-style-type: none"> • Meeting with LWF (current convener of ACT Forum) • Meeting with UNICEF • Meeting with representative from Department of Water Supply and Sanitation • Interview with Key Informants (in group) at DCA office • Meeting with Care Nepal Consortium Manager
	3:00 onwards	<ul style="list-style-type: none"> • Debriefing at DCA

ANNEX IV TIMELINE OF RECRUITMENT AND ROSTER DEPLOYMENTS BY NCA

Background

A key challenge faced by the evaluation team was to capture the overall response calendar, i.e. how project outputs played out over time, both in relation to the events on the ground and the arrival and departure of project staff, both expatriate and nationals. The analysis of the staffing element was crucial in order to enable recommendations to be made concerning NCA deployments for future (WASH) emergency responses.

In terms of actual project outputs, significant M&E was confined to just two outputs – the PDM exercises undertaken for the cash for shelter and the hygiene promotion programmes. These outputs aside, there was no M&E in place for the other key elements of the programme, i.e. for the WASH outputs 1 (Water Supply) and 2 (Sanitation). The Final Narrative Report refers to these outputs being delivered to Sphere standards but Sphere indicators were not being routinely collected. An additional complicating factor was that by the time the evaluation team began field data collection, it was already over eight months since the end of the NP 151 Emergency Programme and its successor, NP 161, was already underway. In such instances, institutional memory is already a concern. On many occasions, the evaluation team needed to clarify whether a directly observed project output had actually been done under NP 151 or NP161. Under these circumstances, the evaluation team have relied heavily on additional NP151 output and context information provided from KIIs with deployed staff.

For the reasons outlined above, the timeline is not exhaustive and does not include all activities. For example, it does not show water trucking and the installation of temporary emergency water points (bladders or tap stands, for example) and it does not explicitly refer to when the various WASH outputs were delivered in each of the four districts, although it was initially hoped to be able to do this. In respect of the timing of the distribution of the “basic hygiene kits”, i.e. the hygiene NFIs from the WASH kits, it is not clear exactly when these were distributed. It is vital to appreciate at this stage that to gather this level of detailed, comprehensive information has simply not been possible for the reasons outlined above. Any evaluation is always easier when if there is a robust M&E system in place which enables impact to be measured and precision obtained on how integrated (or not) an intervention has been.

The Timeline highlights three gaps as they relate to Output delivery and another three as they relate to delayed staff arrivals. Each of these gaps has, however, been addressed elsewhere in the main report.

All things considered, therefore, it needs to be appreciated that the timeline is not a perfect record but is seen as an important guide to the temporal relationships between a representative sample of key activities. In this way, it also contributes to the programme evaluation against CHS 2: Timeliness.

NCA NEPAL EVALUATION: TIMELINE OF EVENTS EARTHQUAKE 25th APRIL TO END OF OCTOBER (6 MONTHS)																													
WEEK NO.	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	
EVENTS	25/4	2/5	9/5	16/5	23/5	30/5	6/6	13/6	20/6	27/6	4/7	11/7	18/7	25/7	1/8	8/8	15/8	22/8	29/8	5/9	12/9	19/9	26/9	3/10	10/10	17/10	24/10	31/10	
Fuel blockade Oct-Feb																													
WASH Cluster activated																													
Monsoon																													
MATERIALS & OUTPUTS																													
WASH Kits arrive from Dubai																													
Emergency latrine construction																													
HH latrine construction																													
Distribution of hygiene kits																													
Water supply: emergency repairs																													
Water supply: rehabilitation/new schemes																													
Period of cash distribution																													
STAFFING																													
Renata Ellingsen, Team Leader																													
Gudrun Bertinussen, Head of Hum Dept																													
Andrew Pearlman, Team Leader																													
Anita Reime, Finance																													
Ashild Skare – 1st deployment, WASH Advisor																													
Eeva Harden, Roster Logistics																													
Sean Sweeny, Roster WASH Officer																													
Jorgen Blindheim, Roster WASH Officer																													
Faustina Oppegard, WASH Trainee																													
Bjorg Rødland, Roster Hygiene																													
Leopold Sindagaya, Roster WASH Officer																													
Mikal Bredal, WASH Trainee																													
Mari Sjaastad, Roster WASH Roster																													
Cecilie Kolstad, Roster WASH Officer --> WASH Co.																													
David Banks, Roster WASH Officer																													
Ashild Skare – 2nd deployment																													
Pabitra Gurung, Engineer																													
Ceciale Adhikari, Programme Manager																													
Mahdurima Bhadra, Hygiene Coordinator																													
Arne Grieg Rines, NCA Media																													
Lucian Muntean, NCA Media																													
NOTES																													
1. G denotes Gaps i.e. outputs or staff arrivals that should ideally have started/arrived earlier. Suggested start dates are indicative/approximate.																													
2. This document's colours enable legible printing on a black and white printer.																													

ANNEX V PEOPLE MET AS PART OF THIS EVALUATION

PERSON	ROLE	ORGANISATION	BASED IN
Gregory Bakken	Humanitarian Co-ordinator	NCA	Oslo
Anders Tunold	Humanitarian Co-ordinator	NCA	Oslo
Gudrun Bertinussen	Head of Humanitarian Department	NCA	Oslo
Renata Ellingsen	Senior Humanitarian Co-ordinator and initial Team Leader of the response	NCA	Oslo
David Smith	Regional Representative	DCA	Kathmandu
Lisa Henry	Humanitarian Director	DCA	Copenhagen
Andrew Pearlman	Team Leader of the response	DCA	Manilla
Krishna Karkee	Regional Programme Officer - Humanitarian	DCA	Kathmandu
Cecial Adhikari	Programme Manager	DCA	Kathmandu
Pabitra Gurung	Project Manager, WASH Recovery Project	DCA	Kathmandu
Madhurima Bhadra	Hygiene Co-ordinator	DCA	Kathmandu
Lalit Bahadur Thapa	Project Co-ordinator	DCA	Gorkha
Bjorg Rødland	Hygiene Officer	NCA	Nepal
Ashild Skar	WASH Advisor	NCA	Oslo
Cecilie Kolstad	WASH Co. Roster staff	NCA	Oslo
Leopold Sindagaya	WASH Roster staff	NCA	Oslo
Sean Sweeny	WASH Roster staff	NCA	Oslo
Mari Sjaastad	WASH Roster staff	NCA	Oslo
David Banks	WASH Roster staff	NCA	Oslo
Mikal Bredal	WASH Engineer		Nepal
Faustina Oppegard	WASH Engineer		Nepal
Roz Bahadur Tamang	Head, World Citizen Forum		Bhaktapur
Manju	Chairperson Water Committee		Bhaktapur
Yubra Bayalkoti	Former President of Water Committee		Bhaktapur
Wil Kumar Awal	PSS support Programme	FSCN	Bhaktapur
Lanmi Kumari Tui Tui	Hygiene Promoter	FSCN	Bhaktapur
Peatima Khadka	Hygiene Promoter	FSCN	Bhaktapur
Savitri Pariyar	Livelihood beneficiary		Makaisingh VDC
Arinita Maskey Shrestha	WASH Specialist	UNICEF Nepal	Kathmandu
Dhan Bahadur Chepeng	Farmer		
Khim Maya Thpa Magar	Livelihood support recipient		
Hari Bahadur Silwal	School Principal		
Krishnaman Shrestha	Chairperson, Water User Committee		Patle Village, Dhading
Manlal Shrestha	Committee Member, Ward Vice-Chair		Patle Village, Dhading
Dham Narayan Shrestha	Water User Group member		Patle Village, Dhading

Bal Bahadur Shrestha	Water User Group member		Patle Village, Dhading
Govinda Kumar Cheeti	Water User Group member		Patle Village, Dhading
Ram Chandra Neupane	Chairperson	ECO-Nepal	Kathmandu
Sandes Baral	Programme Manager	ECO-Nepal	Kathmandu
Surya Bahadur Thapa	Executive Chairperson	FSCN	Kathmandu
Basant Bhattarai	Project Co-ordinator	DCA	Dhading
	Chairperson	Action Nepal	Dhading
Shanta Bhattarai	Executive Director	Action Nepal	Dhading
Kedar Nepal	Programme Co-ordinator	Action Nepal	Dhading
Chinkaii Shrestha	Sub-Engineer	Action Nepal – Former FAYA Project staff	Dhading
Ram Kumar Shrestha	Sub-Engineer	Action Nepal – Former FAYA Project staff	Dhading
Siyam Kimal	Project Co-ordinator Pourakhi Nepal	Action Nepal – Former FAYA Project staff	Dhading
Umeskr Dhakal	Chief District Officer		Dhading
Lila Shar Adhikari	Deputy-Chief District Officer		Dhading
Narayan Prasad	Local District Officer		Dhading
Narayan Prasad Acharya	Local Development Officer		Gorkha
Satish Kumar Bhandari	Planning Manager		Gorkha
Ratna Lamichanne	WASH Manager		Gorkha
Satish Kumar Bhattarai	Planning Officer		Dhading
Mr Surbash	WASH Engineer		Dhading
Gopal Dahal	ERDRR Co-ordinator	LWF Nepal	Kathmandu
Guna Raj Shrestha	Consortium Manager	CARE Nepal	Kathmandu

GROUP DISCUSSIONS

AUDIENCE	AVERAGE NUMBER OF MEN PRESENT	AVERAGE NUMBER OF WOMEN PRESENT
Chaling Community Water Group, Changunarayan Municipality -1 Bhaktapur District	2	6
Balmikeshwor Lower Secondary School, Dhareli, Bhaktapur	8 (plus three male pupils)	2 (plus three female pupils)
Janajagriti Primary School	3	2
Dalbhanjyang School	9	2
Water User Committee, Nalang VDC, Dhading District	5	-

Note: Average numbers are given as meeting such as these invariably attract other observers, who sometimes make comments, considering also that some invited members may have to leave for other duties

ANNEX VI GUIDING QUESTIONS FOR KEY INFORMANT HOUSEHOLDS/ INDIVIDUALS

Outcome 1: Emergency Water Supply

1. What were your biggest water supply challenges after the earthquake?
2. Were you asked about your water needs after the earthquake, and if so, by who?
3. How soon after the earthquakes were you able to collect emergency water?
4. How did the earthquake affect the WUC's finances/income and how was that managed?
5. Did your WUC exist before the earthquake or was it formed afterwards?
6. Do you have any other concerns or feedback about water supply after the earthquakes?

Outcome 2: Sanitation

1. What were your biggest challenges relating to toilets after the earthquake?
2. Were you asked about your toilet needs after the earthquake, and if so, by who?
3. How easy or difficult was it for women, elderly, disabled and Dalits to access toilets after the earthquakes?
4. If your toilet was damaged, how soon after the earthquakes were you able to get it repaired/replaced?
5. If you needed to repair/replace your toilet after the earthquake did you have any financial challenges?
6. Do you have any other concerns or feedback about toilets after the earthquakes?

Outcome 3: Hygiene Promotion and Hygiene Kits

1. What were your biggest challenges with personal hygiene after the earthquake?
2. Were you asked about your personal hygiene needs after the earthquake, and if so, by who?
3. How easy or difficult was it for women, elderly, disabled and Dalits to meet their personal hygiene needs after the earthquakes?
4. How soon after the earthquake did you receive hygiene kits and see hygiene promotion happening?
5. Did you have any financial challenges with meeting your personal hygiene needs?
6. Do you have any other concerns or feedback about hygiene kits or hygiene promotion after the earthquakes?

Outcome 4: Temporary Shelter

1. What were your biggest challenges relating to shelter after the earthquake?
2. Were you asked about your shelter needs after the earthquake, and if so, by who?
3. How easy or difficult was it for women, elderly, disabled and Dalits to receive temporary shelter support after the earthquakes?
4. If your home was damaged and could not be lived in, how soon after the earthquakes were you able to get temporary shelter?
5. What financial challenges did you have with accessing temporary shelter and repairing/rehabilitating your home?
6. Do you have any other concerns or feedback about temporary shelter after the earthquakes?

ANNEX VII GUIDING QUESTIONS FOR PARTICIPATING INSTITUTIONS

Outcome 1: Emergency Water Supply

1. What were the priority emergency water supply needs in terms of quantity, quality and access in your operational area?
2. How were these water supply needs collected, assessed and analysed in consultation with local stakeholders?
3. How were the most vulnerable (women, elderly, disabled, Dalits) identified for targeting purposes?
4. How successful was the emergency water programme in reaching the most vulnerable (women, elderly, disabled, Dalits)?
5. How effective was the programme in delivering water to Sphere standards?
[Quantity/quality/access]
6. What were the biggest challenges in delivering emergency water to affected communities in a timely way?
7. How efficient were the approaches used during the implementation of the emergency water supply programme?
8. How cost-effective was the emergency water programme? Examples? How could cost-effectiveness be improved?
9. How did the emergency water programme link to longer term rehabilitation, development and sustainability? Examples?
10. What impact, if any, did DRR/preparedness measures before the earthquakes have on meeting emergency water supply needs after the earthquakes?
11. What additional preparedness changes could be made to better serve the communities water supply needs during the next emergency?
12. What examples can you give of innovation and/or excellence in emergency water supply programming?
13. What water supply capacities have been strengthened during the response and what emergency preparedness gaps are there now in 2017?
14. What would be your key recommendations to improve future NCA emergency water supply support and impact in terms of technologies/hardware/equipment used?
15. What would be your key recommendations to improve future NCA emergency water supply programming and impact in terms of national staffing?
16. What would be your key recommendations to improve future NCA emergency water supply programming and impact in terms of expatriate staffing?
17. Anything else you would like to tell us about your experience on the emergency water supply programme?

Outcome 2: Sanitation

1. What were the priority toilet needs in your operational area for both households and schools?
2. How were these toilet needs collected, assessed and analysed in consultation with local stakeholders?
3. How were the most vulnerable (women, elderly, disabled, Dalits) identified for targeting purposes?
4. How successful was the programme in reaching the most vulnerable (women, elderly, disabled, Dalits)?
5. How effective was the programme in delivering toilets to Sphere standards?
6. What were the biggest challenges in providing toilets to affected communities in a timely way?

7. How efficient were the approaches used during the implementation of the household and schools toilet programme?
8. How cost-effective was the toilet construction programme? Examples? How could cost-effectiveness be improved?
9. How did the emergency toilet programme link to longer term rehabilitation, development and sustainability? Examples?
10. What impact, if any, did DRR/preparedness measures before the earthquakes have on meeting emergency toilet needs after the earthquakes?
11. What additional preparedness changes could be made to better serve the communities toilet needs during the next emergency?
12. What examples can you give of innovation and/or excellence in toilet programming?
13. What toilet construction capacities have been strengthened during the response and what emergency preparedness gaps are there now in 2017?
14. What would be your key recommendations to improve future NCA emergency toilet support and impact in terms of technologies/hardware/equipment used?
15. What would be your key recommendations to improve future NCA emergency toilet programming and impact in terms of national staffing?
16. What would be your key recommendations to improve future NCA emergency toilet programming and impact in terms of expatriate staffing?
17. Anything else you would like to tell us about your experience on the emergency toilet programme?

Outcome 3: Hygiene Promotion and Hygiene Kits

1. What were the priority needs in your operational area for both hygiene promotion and hygiene kits?
2. How were hygiene promotion needs collected, assessed and analysed in consultation with local stakeholders?
3. How were the most vulnerable (women, elderly, disabled, Dalits) identified for targeting purposes?
4. How successful was the hygiene promotion programme in reaching the most vulnerable (women, elderly, disabled, Dalits)?
5. How effective was the programme in delivering hygiene promotion to Sphere standards?
6. How appropriate were the contents of the hygiene kits your teams distributed? What items could be removed or added (content selection, quality, quantity)
7. What were the biggest challenges in providing hygiene promotion and kits to affected communities in a timely way?
8. How efficient were the approaches used during the hygiene promotion programme?
9. How cost-effective was the hygiene promotion programme? Examples? How could cost-effectiveness be improved?
10. What examples can you give of innovation and/or excellence in the hygiene promotion programme?
11. What hygiene promotion capacities have been strengthened during the response?
12. What would be your key recommendations to improve future NCA emergency hygiene promotion and impact in terms of national staffing?
13. What would be your key recommendations to improve future NCA emergency hygiene promotion and impact in terms of expatriate staffing?
14. Anything else you would like to tell us about your experience with hygiene promotion during the emergency response?

Outcome 4: Temporary Shelter

1. What were the priority temporary shelter needs in terms of quantity and quality in your operational area?
2. How were these shelter needs collected, assessed and analysed in consultation with local stakeholders?
3. How were the most vulnerable (women, elderly, disabled, Dalits) identified for targeting purposes?
4. How successful was the programme in reaching the most vulnerable (women, elderly, disabled, Dalits)?
5. How effective was the programme in delivering shelter to Sphere standards?
6. What were the biggest challenges in delivering emergency shelter to affected communities in a timely way?
7. How efficient were the approaches used during the implementation of the emergency shelter programme?
8. How cost-effective was the emergency shelter programme? Examples? How could cost-effectiveness be improved?
9. How did the emergency shelter programme link to longer term rehabilitation, development and sustainability? Examples?
10. What impact, if any, did DRR/preparedness measures before the earthquakes have on meeting emergency shelter needs after the earthquakes?
11. What additional preparedness changes could be made to better serve the communities shelter needs?
12. What examples can you give of innovation and/or excellence in the temporary shelter programme?
13. What shelter construction capacities have been strengthened during the response and what emergency preparedness gaps are there now in 2017?
14. Anything else you would like to tell us about your experience on the temporary shelter programme?

ANNEX VIII GUIDING QUESTIONS FOR NCA DEPLOYED EXPATRIATES

Intro: 60 mins duration, all information non-attributable, please keep answers short and concise

1. Check deployment dates, role, reporting lines and location/s of deployment
KTM Bhaktapur Lalitpur Gorkha Dhading
2. Locations will determine this, but check which partner(s) they were supporting? (FSCN, FAYA, ECO)
FSCN FAYA ECO Nepal
3. Which activities were you mainly involved with?

>>Talk through the DAC criteria, encourage comment on activities the deployee was actually involved with:-

4. Appropriateness of Water Supply, Sanitation, HP

- Were objectives of the WASH interventions appropriate?
- Where they based on a systematic, objective, ongoing assessment and analysis of needs undertaken with relevant stakeholders?
- To what degree did the WASH response specifically target and reach vulnerable groups like women, the elderly, the disabled and any other marginalized groups in the projects' area?
- To what degree were participatory, accountability/complaint-feedback and cross cutting issues integrated in the WASH response?

5. Effectiveness / Timeliness of Water Supply, Sanitation, HP

- Was the NCA WASH response *that you were involved with during your deployment* timely?
- Did internal NCA/DCA management structures ensure the effectiveness, timeliness and efficiency of the humanitarian WASH response?
- What was the nature and quality of the NCA/DCA/Nepal partner joint WASH program model and effectiveness of the coordination with other actors? Any strengths/weaknesses?
- To what extent did local partner organizations have capacity to implement emergency WASH actions? How did the NCA field based WASH team support longer term capacity building of DCA as well as the local partners for responding to future WASH emergency actions?
- Any comments on WASH hardware and technology choices?

6. Efficiency of Water Supply, Sanitation, HP

- Was the relationship between the program costs and results reasonable? Areas for improvement?
- Were the most efficient approaches used during the implementation of the activities?
- Please given any examples of innovation/programming excellence you saw/were involved with during your deployment?
Private sector/Bungamati?

- Any comments on used of digital tools? AKVO-FLOW, Magpi etc.
- 7. Working with the WASH Cluster in Nepal**
Any comments/observations/recommendations?
- 8. WASH Programme Gaps – please give any examples of these?**
- 9. Lessons Learned /recommendations:**
- What are the key learning /recommendation points to improve future NCA WASH program performance?
 - What are the strengths, weakness, opportunities and constraints when working with and though local actors in a WASH response such as the one in Nepal?
 - Can you give examples of compliance with quality and accountability standards? CHS/Sphere/Do No Harm?
- 10. Your personal experience overall of your deployment. What did you:-**
- Enjoy most?
 - Learn that was most significant for your own personal/professional development?
 - Like least?
 -
- 11.and what would you like to be done differently whenever you might be next deployed in relation to:-**
- a) Pre-departure HR contracting/departure arrangements?
 - b) In-country technical/professional support?
- 12. Anything else you would like to add?**

Thank you very much for your time today!