

EVALUATION REPORT

Final Evaluation of 'Resilient Reconstruction through Building Back Better focused on the most vulnerable communities in districts most severely affected by 2015 earthquake'

Submitted by

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¹ It is the entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan.

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List of Acronyms and Abbreviations

ANS	<i>Awas Nirman Sathi</i>
BBB	Build Back Better
CARE	Cooperative for Assistance and Relief Everywhere
CBDRM	Community Based Disaster Risk Management
CDRMP	Comprehensive Disaster Risk Management Programme
COVID	Coronavirus Disease
CPD	Country Programme Document
DRR	Disaster Risk Reduction
DCC	District Coordination Committee
DMC	Disaster Management Committee
DRM	Disaster Risk Management
DUDBC	Department of Urban Development and Building Construction
L/WDRMP	Local/ Ward Disaster Risk Management Plan
DCSI	Department of Cottage and Small Industries
ECHO	European Civic Protection and Humanitarian Aid Operations
FGD	Focus Group Discussion
GESI	Gender Equality and Social Inclusion
GI	Galvanized Iron
GoN	Government of Nepal
HURADEC	Human Rights Awareness & Development Center
KII	Key Informant Interview
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MOFAGA	Ministry of Federal Affairs and General Administration
MOHA	Ministry of Home Affairs
NPR	Nepali Rupee
NRA	National Reconstruction Authority
NGO	Non-Governmental Organization
NSET	National Society for Earthquake Technology
OECD-DAC	Organization for Economic Co-operation and Development's Development Assistance Committee
PESTEL	Poverty, Economic, Social, Technological, Environmental and Legal
PWD	Person With Disabilities
RM	Rural Municipality
RAP	Reconstruction Action Plan
SCMSC	Safer Construction and Material Supply Clinic
TDH	Technology Demonstration House
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nation Evaluation Group
USD	United States Dollar
WRC	Ward Reconstruction Committee

Executive summary

This report describes the findings of the final evaluation of UNDP's project named 'Resilient Reconstruction through Building Back Better focused on the most vulnerable communities in districts most severely affected by 2015 earthquake'. The project under evaluation was implemented from January 2018 to May 2020. The project had four outputs in the areas of reconstruction of disaster resilient houses; empowering the communities with self-determined resilient recovery plan and risk management for future disasters; resilient livelihood opportunities; and creating enabling environment for inclusive, affordable and people-centered reconstruction policies and action. The evaluation was conducted from 18th June 2020 to 30th August 2020.

The purpose of this final evaluation was to assess the implementation approaches, progress made, and challenges encountered, identify and document the lessons learnt and good practices, and provide specific recommendations for future course of actions. The audiences of this report are the UNDP Nepal team, donors, government, NGO and other stakeholders.

This evaluation employed a non-experimental design. It used mixed methods to collect and analyse both qualitative and quantitative data. Participatory and consultative approaches were followed to engage with government counterparts, project team, UNDP CO team and other key stakeholders. Virtual as well as face-to-face discussions and interviews were conducted for data collection from field to mitigate the risk of COVID-19 pandemic.

The following major findings and conclusions are drawn from the evaluation.

Relevance

The project interventions were highly relevant. It addressed the priority needs of beneficiaries in the reconstruction. Project activities such as top-up grants, socio-technical support, revolving fund, livelihood activities, and mitigation activities addressed problems faced by the beneficiaries. The project design employed a more holistic humanitarian assistance approach. The socio-technical support provided by the project was critical in removing the barriers faced by the beneficiaries in getting reconstruction grants. Through the provision of top-up grant support, the ultra-poor households were able to complete the reconstruction on a time.

Coherence

The project activities were moderately coherent with internal and external activities. The project created some synergies with activities of other projects of UNDP. However, the project could improve the collaboration with other I/NGOs and private sectors to create more synergies in implementation.

Effectiveness

The project interventions were highly effective and produced satisfactory achievements with an average 97.5 % progress against all of its output targets. Project key activities were effectively delivered on time to fulfil the needs of the beneficiaries. A total of 2,653 households altogether

benefited from project interventions in the form of in-kind support, cash from the revolving fund and socio-technical facilitation. Of them, 27.7% were women, 12.6% Dalits and less than 1% PWDs. The project's immediate support to the beneficiaries at the beginning of the COVID-19 crisis was useful in keeping them safe from the pandemic.

Efficiency

The project resources were very efficiently utilized. A small professional team, together with a number of locally trained masons and social mobilizers deployed at the community level, in partnership with the local NGO, efficiently delivered the project activities on the ground. The project approach of providing on-site training to the local masons and orientation to the NRA engineers about new housing technology and compliance was very effective in expediting the reconstruction work.

Impacts

Successful completion of project has produced some long-lasting impacts. Contribution in the formulation of policy related to DRR will have long-term impacts on the beneficiaries. Safe and resilient house of 2,016 marginalized people enhanced economic and environmental resilience of the vulnerable people. In addition, support provided by the project to keep 3,500 poor and vulnerable households out of debt trap, training more than 500 local masons, and building their livelihood skills, will benefit the community to recover from future economic and physical losses from natural disasters.

Sustainability

The project results are likely to be sustainable. The Awas Nirman Sathi and Mason, Disaster Management Committee, Local Disaster and Climate Resilient Management Plan, small scale infrastructures and agriculture-based livelihood businesses will continue without any external support. These practices were institutionalized and generated resources that will sustain them in the future.

Human Rights

The project slightly addressed human rights agenda. The project solved some human right issues of the right holders (vulnerable households) through working with duty bearers (NRA and Municipalities). The project contributed to defend the right of vulnerable people to appropriate housing.

Gender Equality and Social Inclusion

The project moderately promoted gender equality and social inclusion (GESI). The project contributed to achieve the inclusive reconstruction objective of the Government of Nepal (GoN). A total of 2,016 safe and resilient houses of the rural poor, female-headed households, elderly people, Persons with Disabilities (PWDs) and orphaned children were reconstructed. The project activities contributed to increase access of single women and PWDs to reconstruction grants through the project's socio-technical support to resolve some of the barriers such as lack of citizenship certificates and land registration certificates, specifically faced by women, PWDs and

landless households. Women, child girls and PWD friendly houses were reconstructed through technical support of ANS and Masons. The participation of women, Dalits and PWDs were 45.2%, 7.6% and 0.2% respectively in the total beneficiaries (45,934).

The following key recommendations are made based on the findings and conclusions.

- Municipalities should support to those households with priority who could not complete reconstruction on time and help them release of pending installments.
- Future disaster risk management plan of the municipalities needs to include disaster preparedness and response including responding to health crisis such as COVID-19 pandemic
- Existing insurance policy for newly reconstructed houses need to be revisited to allow direct payment of premium by the municipality on behalf of the vulnerable population for the entire policy period.
- Good practices, innovative approaches successfully applied in the project and lesson learnt such as provision of revolving fund, insurance for newly reconstructed houses, model of inclusive and resilient recovery beyond housing, livelihood recovery of landless households should be documented and widely disseminated.
- Many of agriculture-based and non-agriculture-based livelihood recovery activities supported by the project are not mature enough, for which the programme municipalities should commit their future support to the communities.
- For better coherence, NGO partners should keep the space of collaboration with other I/NGOs and private sector actors while developing proposals.
- The project, NGO and NRA staff need further capacity development activities to internalize the GESI perspective.

The evaluator’s rating of the project in terms of evaluation criteria is given in the below table.

Evaluation Criteria	Rating /Score	Description of performance
Relevance	1	The project design employed a more holistic humanitarian assistance approach. The project activities such as top-up grants, socio-technical support, revolving fund, livelihood activities, and mitigation activities addressed problems faced by the beneficiaries.
Coherence	3	The project created some synergies with activities of other projects of UNDP. However, the collaboration with other I/NGOs and private sectors could be improved.
Effectiveness	2	The project interventions were highly effective and produced satisfactory achievements with an average 97.5 % progress against all of its output targets. Project key activities were effectively delivered on time to fulfil the needs of the beneficiaries.
Efficiency	2	All the planned activities were implemented with efficient utilization of the project budget.
Impacts	3	Contribution in the formulation of policy related to DRR will have long-term impacts on the beneficiaries. Safe and resilient house of

		2,016 marginalized people enhanced economic and environmental resilience of the vulnerable people.
Sustainability	2	The project results such as ANS and Masons, DMCs, LDCRMPs, small scale infrastructure, and agriculture-based livelihood businesses will continue without any external support.
Human rights	3	The project solved some human right issues of right holders in collaboration with duty bearers. However, there were very limited understanding among the staff about how the project interventions contribute to specific human right issues.
Gender and Social Inclusion	3	The project attempted to increase the participation of different categories of excluded and vulnerable people in the decision-making bodies. The project attempted to address the barriers faced by the PWDs and Dalits in reconstruction. However, the participation of Dalits and women could have been further increased in all aspects of project interventions.
Overall	2	

Scale: 1: Highly satisfactory, 2: Satisfactory, 3: Moderately satisfactory, 4: Somehow satisfactory, 5: Not satisfactory

The overall Project’s ranking is Satisfactory.

1. Introduction and overview

This is final evaluation report of project named 'Resilient Reconstruction through Building Back Better focused on the most vulnerable communities in districts most severely affected by 2015 earthquake'. The project was implemented by UNDP Comprehensive Disaster Risk Management Programme (CDRMP) with financial support from European Union's (EU) European Civic Protection and Humanitarian Aid Operations (ECHO). The project was started in January 2018 and ended in May 2020; including a five months no-cost extension.

An independent evaluator was hired by UNDP to conduct this evaluation. The evaluation was conducted from 18th June 2020 to 30th August 2020. The purpose of this final evaluation was to assess the implementation approaches, progress made, and challenges encountered, identify and document the lessons learnt and good practices, and provide specific recommendations for future course of actions. The evaluation approach and methods used is detailed out in section three of this report. The Evaluation Matrix is included in Annex 2 of this report. Based on this matrix, the data collection questionnaire/checklists were prepared and used.

To mitigate the risk of the COVID-19 pandemic situation, both virtual as well as face-to-face discussions were done in gathering the information. To collect the beneficiary's voices, one-day field visit was conducted in Sindhupalchowk. Additional information from the field were collected through interviews and consultation meetings with respondents by using virtual methods such as telephone interview, and online meetings (through Zoom and Google Meet).

The key audiences of this report are the UNDP Nepal team, donors, government, NGOs, implementing partners and other stakeholders. They will learn about the achievements, good practices and challenges of the project during its implementation. The evaluation recommendations will be useful for designing similar future projects and components.

This report is structured into eight sections. The first section introduces the project and discusses the need of this evaluation. The second section describes intervention being evaluated. The third section describes the purpose, objective and scope of the evaluation. The fourth section spells about the evaluation methodology and discusses how mixed methods and tools were used to collect and analyze the data and information during the risk of COVID-19 pandemic. The fifth section is about the findings and the sixth section is about conclusions. These findings and conclusions are discussed based on relevance, coherence, effectiveness, efficiency, impacts, sustainability, human rights, and GESI dimensions. The seventh section provides some specific recommendations. The last section describes the key evaluation learnings. In the annexes, the evaluation ToR, evaluation matrix, data/information collection checklists, list of documents reviewed, list of people interviewed, progress against project log-frame and Code of Conduct signed by evaluator have been included.

2. Description of the intervention being evaluated

UNDP has been implementing the Comprehensive Disaster Risk Management Programme (CDRMP) since 2011. The CDRMP aims to strengthen the institutional and legislative aspects of Disaster Risk Management (DRM) in Nepal, by building the capacities of Ministry of Home Affairs (MoHA), other ministries, and local governments. The CDRMP also establishes strategic linkages between DRM and development sectors. The CDRMP integrates gender equality, women's empowerment and social inclusion issues to strengthen the overall sustainable system in the area of climate risk management, community-based DRM, and emergency preparedness and response in Nepal.

After devastating earthquake in 2015, Government of Nepal prepared the National Reconstruction Act, 2072; National Reconstruction and Rehabilitation Policy, 2072 and an earthquake-affected private home reconstruction grant distribution working procedure, 2017, etc. to tackle the reconstruction challenges. These legal documents focus on national interest and social justice-based viewing on broader disaster risk reduction and preparedness aspect of reconstruction. The Government has established the National Reconstruction Authority (NRA) for the overall coordination and lead reconstruction process with six years-long Post Disaster Recovery Framework Plan (PDRF) (2016-2021).

There were risks of further marginalization of the poorest households in reconstruction. Existing economic vulnerability of the rural poor was exacerbated by limited access to finance and construction materials necessary for basic levels of building reconstruction that is pre-requisite to receive government grants. Female-headed households, elderly house owners, persons with disabilities, among others have limited income generation opportunities or physical capacity to engage in productive activities without support from others. Financing through informal sector with high lending interest rates worsened their financial status, potentially increasing their economic vulnerability. The poorest households faced multiple natural hazards that undermine their wellbeing over the long term. The ongoing COVID-19 outbreak further exacerbated these economic vulnerabilities.

In this regard, UNDP implemented project named 'Resilient Reconstruction through Building Back Better focused on the most vulnerable communities in districts most severely affected by 2015 earthquake'. The project was designed under outcome 3 of the UNDP's Country Programme Document (CPD) 2018-2022. The project was implemented by UNDP's Comprehensive Disaster Risk Management Programme (CDRMP). The project was started in January 2018 and ended in May 2020 with five months no cost extension. The project was financially supported by European Union (EU). The project was implemented in 15 Wards (8 wards of Sindhupalchowk and 7 wards of Dolakha districts) with specific focus on the most poor and vulnerable households to capacitate them to understand reconstruction in sustainable manner through socio-technical and livelihood

enhancement support and the municipal stakeholders to undertake risk-informed planning processes, integrating reconstruction and DRM plans. The main target groups of the project were households who were prone to marginalization from the process of 2015 post-earthquake reconstruction activities. These were the households who were the rural poor, female-headed households, elderly house owners, persons with disabilities, orphaned children and others who were also vulnerable from economic scarcities to initiate the home reconstruction, risk of multi-natural hazards as well as emerging COVID-19 outbreaks.

The principle objective of the project was to strengthen resilience of the most vulnerable earthquake affected households and communities to the future disaster risks, through housing reconstruction that are risk informed, inclusive and participatory.

The project had four outputs in the areas of: reconstruction of disaster resilient houses; empowering the communities with self-determined resilient recovery plan and risk management for future disasters; resilient livelihood opportunities; and creating enabling environment for inclusive, affordable and people-centered reconstruction policies and action. The outputs and indicators are shown in below table.

	<i>Outputs</i>	<i>Indicators (with targets)</i>
01	The poor and vulnerable households reconstruct disaster resilient houses	80 % reduction in the number of affected people (experienced, expected or modelled)
02	Earthquake-affected communities are empowered with self-determined resilient recovery plan and risk management for future disasters.	20 % of Households benefited from small-scale disaster risk reduction/mitigation activities.
03	The most poor and vulnerable earthquake-affected households have resilient livelihood opportunities.	921 Households will have additional livelihood or business activities
04	Enabling environment created for inclusive, affordable and people-centred reconstruction policies and actions.	2 Number of policy notes prepared that achieve the change/ improvement to address existing challenges or reflect good practices for the reconstruction program catering to the poorest.

A total of 11,052 households/families affected by the 2015 earthquakes in these wards were the beneficiaries of the project.

At federal level, the project worked closely with Ministry of Home Affairs (MoHA), the National Reconstruction Authority (NRA), and EU Humanitarian Aid’s country portfolio in Nepal.

At the district level, the project activities were implemented in close coordination with local governments (Wards and Rural/Urban municipality offices), District Disaster Relief Committees (DDRCs) chaired by Chief District Officer (CDO), District Coordination Committees (DCCs – earlier DDC), NRAs district units, DUDBC's district units and other stakeholders supporting the overall reconstruction process in the districts.

Apart from CDRMP's regular staff, there was a dedicated project team at the central level (Project Coordinator, Senior Communication Assistant and Admin/Finance Assistant) and district teams (one team comprising of District Project Officer, District Engineer, Senior Social Worker and Data-base & Reporting Assistant) in each of the two districts. The district teams were mainly responsible for effective and efficient implementation of project activities in close coordination with the district level stakeholders. The district teams in each district were supported through a team of Community Development Workers, Engineers, Sub-Engineers, Awas Nirman Saathi-trained masons and Community Mobilizers for delivering the project outputs. In order to better manage the local staff in the field, CDRMP partnered with the two local NGOs in each district namely SUK-Nepal and Janahit Gramin Sewa Samittee in Sindhupalchowk and Rural Enterprise Development Centre and Human Rights Awareness and Development Centre in Dolakha. The main responsibility of these NGOs was to effectively manage the implementation of the project activities.

The project successfully achieved the target of Output 1 - 'The poor and vulnerable households reconstruct disaster resilient houses.' This output was linked with the National Reconstruction Act and Policy, 2072. Technical services, material and fund support as well as coordination mechanisms with municipalities and NRA were evaluated. The project ANS, Masons and Engineers technical service in collaboration with NRA and DMC enhanced the skills of the house owner by which they reconstructed their houses as they required. In-kind support and the revolving fund mechanism speeded up the NRA reconstruction grant installment by which the beneficiaries received it on time. A telephone interview with a beneficiary of Dolakha said that he would have required to take a loan from a private lender with a high interest rate if there was no provision of zero interest revolving fund. The innovative practice of revolving fund and GI Wire house design of this output were replicated in some non-project areas such as in Gorkha district.

The project achieved very significant progress against the Output 2 - 'Earthquake-affected communities are empowered with self-determined resilient recovery plans and risk management for future disasters. Local Disaster Management Plan, DMC and mitigation activities were evaluated. These activities were linked with the Sendai framework for DRR (2015-2030) and Nepal Government DRRM Act (2017). Local Disaster and Climate Resilience Management Plans (LDCRMP) had informed the community about the current and future risk of disasters. The local level Disaster Management Committees were institutionalized through regularization of their meetings and establishment of disaster management funds. However, the mitigation activities implemented by the project were very small in nature, thus only benefitting to small settlements.

The project accomplished very important progress against the Output 3 - 'The most poor and vulnerable earthquake-affected households have resilient livelihood opportunities'. Integrated model, targeting methods, linkages with municipalities and private sectors were evaluated. The observation in Sindhupalchowk showed that the integrated model of house reconstruction plus

livelihood support to the same vulnerable households generated combined positive effects on the lives of the women beneficiaries. The livelihood support was effectively implemented because women, Dalits, PWDs and traditional occupation groups were selected based on their needs and strengths as well as provided full package support. This support promoted diversification of income opportunities of the beneficiaries through promotion of cash crops, revival of earthquake damaged enterprises, as well as establishment of new enterprises. It increased the income of the poor that fulfilled their needs for subsistence expenditure. However, many of those who benefitted from this support were from land-owning households. The integrated model (house+livelihood) as well as full package support mechanism of the project will be very useful for future course of action to UNDP as well as other development agencies.

The project attained good achievement against Output 4 - 'Enabling environment created for inclusive, affordable and people-centered reconstruction policies and actions'. Under this output, the learning documentation process, advocacy and policy influence activities, joint monitoring mechanism, and capacity building programme to local governments were evaluated. The Mayor of Sanga Chautara Gadichowk said that the municipality integrated the DRR and climate change activities into their annual plan through its seven steps planning process. Budget allocation for the related activities were also increased compared to the previous year. In this regard, the advocacy done with stakeholders through regular consultation meetings and face-to-face discussions was highly effective. There was strong ownership among the district stakeholders created by regular joint monitoring and exposure visits which contributed to communicate and replicate best practices of the project. The three policy briefs produced by the project adequately discussed about the barriers and challenges the people face while implementing revolving fund, micro-insurance and the DRR issues. For its wider usefulness, there is need for effective communication about these policy briefs to the concerned decision-makers.

In addition, the effectiveness of livelihood support provided by the project in response to the COVID-19 crisis was also evaluated. The project's immediate support to the beneficiaries at the beginning of the COVID-19 crisis was useful in keeping them safe from the pandemic. In the situation of the government enforced lockdown, the agricultural input in the form of material support just before the monsoon was very effective to supply the essential agricultural inputs and equipment on time and in accessible places. In addition, some support, such as mini-trials supported at the community-level, technology transfer and asset accumulation will provide long-term benefit to the farmers.

The promotion of GI wire house design supported the poor single women household heads to complete their house reconstruction. Many of the agriculture-based livelihood support efforts were built on and strengthened the traditional income strategies of women. Some enterprises, such as iron ore, supported to modernize the traditional occupation of Dalits. Some enterprises, such as bamboo craft making, was very appropriate to PWDs. Revival of earthquake damaged

enterprises and the establishment of new enterprises were built on the entrepreneurship of the people who used to make their livelihoods through these strategies.

3. Evaluation objective, purpose and scope

Objective and purpose

The purpose of this final evaluation was to assess the results of the project in the four output areas. This evaluation had assessed the implementation approaches, progress made, and challenges encountered as well as identified and documented the lessons learnt and good practices, and then made specific recommendations for future course of actions.

The specific objectives of the evaluation were:

- To evaluate the usefulness of the provision of reconstruction grants tied up with socio-technical support provided by the project, the effectiveness of Resilience/Revolving fund support provided to enable the house-owners to complete their house construction and ultimately utilization of this fund in small scale disaster risk mitigation measures;
- To analyze the capacity of the trained artisans (masons/carpenters) and NRA Engineers on enhancement of their skills and knowledge on housing technologies, skills on rural housing technologies (hazard resistance, cost effectiveness, replicability, use of local materials, and participation of the house owners) and support to reconstruction in the districts, and if beneficiaries in project areas have better understanding and awareness for constructing safer houses;
- To analyze the formulation process and effectiveness of the DRM plans and enhancement of communities' capacity to respond immediately to future disasters;
- To assess the effectiveness of the livelihood enhancement support provided to the poorest and most vulnerable households affected by the earthquake, to enhance their livelihoods and support in paying back the loans taken for housing reconstruction;
- To study the effectiveness of the livelihood support provided to vulnerable people to respond to the impact of COVID-19;
- To assess engagement of the municipal and ward stakeholders in the project, and their understanding, including financial and other commitments for sustainability of activities;
- To assess the effectiveness of the action taken for creating enabling policy environment for inclusive, affordable, people-centered reconstruction policies and actions.

Scope

This evaluation looked at the relevance, coherence, effectiveness, efficiency, impacts and sustainability dimensions of the project interventions. This evaluation examined whether the produced results were in the right direction to achieve the intended results. It also assessed how the facilitation of the project was in line with the reconstruction efforts of the Government of Nepal/NRA. In these regards, the risk and opportunities, external and internal factors as well as successful and failed practices were also analyzed.

4. Evaluation approach and methods

A non-experimental design was employed for this evaluation where all the information was collected from the project beneficiaries, and there was no control group. The achievements of the project after the intervention were examined through discussion and observation. This evaluation used mixed methods to collect and analyse the data and information. Quantitative data were collected through the project Management Information System (MIS) database while qualitative data and information were collected through Focus Group Discussions (FGDs), interviews and observations.

4.1 Evaluation criteria and questions

This evaluation was structured around the research questions and tools according to the revised OECD-DAC (2019) criteria of relevance, coherence, effectiveness, efficiency, sustainability and impact.² These criteria were used to develop evaluation questions, indicators/checklists, and tools to collect information and identify the respondents.

In terms of relevance, how the project intervention such as reconstruction grants, revolving fund, livelihood activities, mitigation activities, and socio-technical support addressed the need and priority of vulnerable groups were evaluated. In addition, how the interventions were linked with the government policies and international commitments was assessed. In terms of coherence, the compatibility of the project intervention with other interventions in the country, sector or institution was examined. In terms of effectiveness, how far the project achieved the progress against the target values was compared. The evaluation also analysed to what extent the project activities were delivered effectively in terms of quality, quantity and timing. For efficiency, how the project interventions were efficient in terms of human resources, budget, time, place, coordination, quality and quantity of interventions was examined. In terms of sustainability, how the project outputs and outcomes were sustainable in terms of institutionalization, resource allocation, including budget, and environmental protection was scrutinized. In terms of impacts, the positive/negative and intended/unintended effects, and claims of the project were studied.

The cross-cutting issues were studied at both cross-cutting as well as stand-alone. The information on GESI and human rights was collected and analysed in all aspect of relevance, effectiveness, efficiency, impacts and sustainability criteria. As stand-alone issues, as given in the TOR of this assignment, specific criteria were used to collect and analyze the information separately.

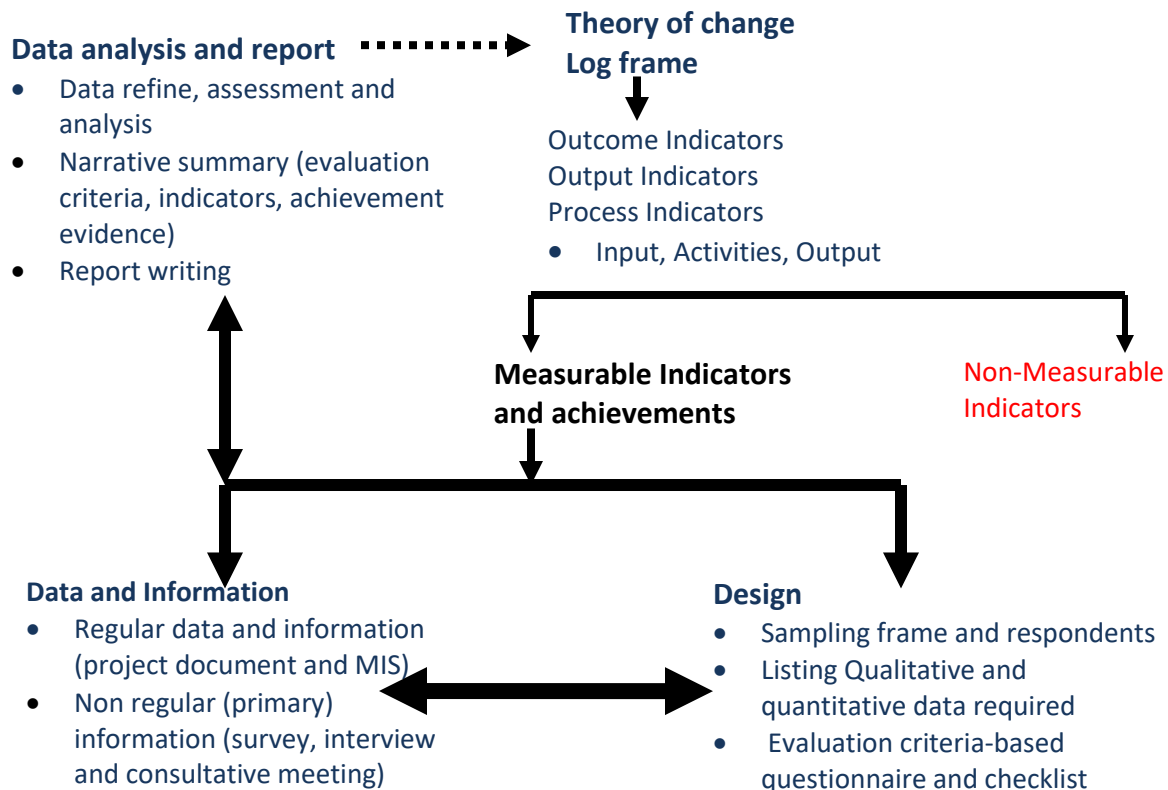
Detail of the evaluation criteria, questions, indicators/checklists for information, tools for data collection and stakeholders interviewed and consulted are included in the evaluation matrix in Annex-2 of this report.

² OECD DAC Network on Development Evaluation (EvalNet) (2019) has revised criteria of evaluation which includes relevance, effectiveness, efficiency, impact and sustainability, with one new criterion, coherence.

4.2 Evaluation framework

This evaluation used the log-frame based framework where the log-frame indicators, key output indicators and target values of the project were categorized into a) Measurable Indicators and b) Non-measurable Indicators, the project had no such indicators. Measurable indicators were further categorized into regular indicators (data collected from project documents and MIS) and non-regular indicators (related data gaps). Data to fill the gaps was collected through consultative meetings, FGDs, Key Informant Interviews (KIIs), observation/site visit and case studies from the project field. Figure 1 shows the framework of this evaluation.

Figure 1: Framework and process of methods



4.3 Process and methods of data collection

Participatory and consultative approaches were used to collect the information. Consultation and interview with beneficiaries, government counterparts, project team, UNDP Country Office and other key stakeholders were conducted. In this regard, the following processes, methods and tools were used.

Preparation

Review of project documents

Project document/proposals, project modification document, project's interim progress report, cumulative progress reports, Mid-Term Review report, and financial reports were reviewed. The lists of documents reviewed is included in annex-4 of this report. After review of these documents, the indicators were categorized into available data and gaps. Then the final

methodology, checklists and evaluation plan was prepared and shared with the UNDP. During the document review, relevant quantitative data needed for the evaluation were also gathered. Disintegrated data on gender, caste/ethnicity and PWDs were collected through the project progress reports and MIS.

Consultative meeting

A consultation meeting with CDRMP programme staff was conducted in Kathmandu prior to the field visit. This meeting provided an occasion to clarify the queries and concerns on the evaluation and brought additional inputs to finalize the assessment methodology, checklists, field visit plan, and framework of report.

Sampling frame

This evaluation used a convenient sampling method to identify and select the respondents. At federal level, interview with CDRMP project staff and UNDP portfolio manager was conducted. At district level, responsible persons in district units of NRA, NGO partners and DCC were interviewed. At the municipality level, interviews with the Mayors, disaster management focal persons, and agriculture section staff were conducted. At the ward level, interviews with Masons, NRA engineers, beneficiaries, and Awas Nirman Sathi were conducted (Table-1).

Table 1: Sampling frame for the evaluation

Multi-tier government	Respondents	Methods
Federal	Project team, UNDP country office	Consultative meeting
District	DCC, NGO partner, District chapter of NRA, project team	Consultative meeting
Municipality	Mayors, DRR focal persons, Agriculture staff	KII
Ward	ANS, Masons, CM Beneficiaries (In-kind, revolving fund, livelihood and mitigation support)	KII, FGD/Interview

Field work

Consultation meetings: In the field, face-to-face consultation meetings were held with the Janhit Gramin Sewa Samiti, an NGO partner; Chautara Sanga Gadichowk municipality, a local government, and with the district project team in Chautara. Virtual meetings (Zoom conference and telephone interviews) were organized with Rural Enterprise Development Centre in Charikot and with Sailung Rural Municipalities of Dolakha. A face-to-face consultation meeting with the Dolakha project team was held in Kathmandu. In addition, virtual interviews with NRA, insurance company and DCCs were conducted.

Focus Group Discussion: Because of lockdown enforced by the government, it was possible to conduct only two FGDs in total. Between them, one FGD was held with women livelihood support beneficiaries in Sindhupalchowk. The other was held with mitigation activity beneficiaries in

Dolakha. The main objective of the FGDs was to collect information on impacts of the project interventions. These discussions also supported in the triangulation of relevant information.

Key Informant Interviews: Because of risk of COVID-19, more KIIs were conducted instead of FGDs. Face-to-face interviews were held with ANS, Masons, in-kind, revolving fund and livelihood support beneficiaries in Sindhupalchowk. Similarly, telephone interviews with similar beneficiaries were organised in Dolakha. Interview with women, Dalit, Janjati and PWDs were adequately done. Of the total 29 field level interview/meeting, eight interviews were done with women and seven with the Dalit respondent. The main objective of the interviews was to collect information on relevance, coherence, effectiveness, impacts and sustainability of the project.

On-site/direct observation: Direct observation of two reconstructed houses and two small enterprises (carpet enterprise, goat farming) in Sindhupalchowk were conducted. These observations facilitated to know the status of house construction and enterprise support and its sustainability in the future. It also supported to triangulate the information provided by the beneficiaries and collected through the document review.

4.4 Data analysis

The quantitative data provided by the project (center and district teams) were put into a Microsoft Excel Worksheet. The data were categorized into Brahmin and Chhetri, Janjati, Dalits and PWDs headings. Within them, data on men and women were put. Through this data, frequency distributions, averages and patterns were analysed to generate key findings.

The qualitative information collected from the field was cleaned and grouped according to the evaluation criteria. In each criterion, project interventions with respect to men and women, caste/ethnicity, elderly people and poor were analyzed. Ranking, trend analysis, SWOT analysis, and cost-benefit analysis of the interventions were done, where applicable.

4.5 Quality assurance

This evaluation was designed and conducted considering the quality assurance mechanism part of the Norms and Standards for Evaluation developed by the United Nation Evaluation Group (UNEG) in 2016. The evaluation matrix and checklists were developed based on the TOR of this evaluation (Annex-1). While collecting the information, similar issues were included in the questionnaires and checklists. To ensure accuracy, validity, relevance and usefulness of the information, wider consultations covering almost all of the stakeholders were undertaken. Triangulations of the information were done through mixed methods of data collection. The analysis was focused on quality rather than quantity from the broader perspectives of Theory of Change, project objectives and outputs.

4.6 Limitations and mitigation strategies

Between March – June 2020, the Government of Nepal enforced a complete nation-wide lockdown to prevent the spread of the COVID-19 pandemic. Hence, it was difficult to conduct field visits and face-to-face discussions with the stakeholders for this evaluation. Regular situation analysis was done based on the concern of UNDP and data collection methods were

modified accordingly. In the situation of restricted mobility and possibilities for overnight stays in the field, both direct (face-to-face) and indirect (virtual) methods were used to collect the information from the respondents.

To mitigate the situation, the number of sites to be visited was reduced. In the inception report, the plan was to visit to Dolakha and Sindhupalchowk districts. However, it was only possible to visit to Sindhupalchowk district. There was a plan to stay overnight in both the districts, albeit, it was not possible to do so. The visit to Sindhupalchowk begun in the morning with return to Kathmandu the same evening.

In the inception report, there was a plan to conduct at least four FGDs. However, with the restrictions in place, it was only possible to conduct two FGDs. Instead, the number of KIIs through telephone interviews was increased. Instead of direct consultation meetings, the consultations with implementing NGOs were conducted through Zoom conference.

5. Findings

5.1. Relevance

The project interventions were highly relevant. It addressed the priority needs of beneficiaries in the reconstruction. The project's relevancy was assessed from different aspects of the interventions.

The project contributed to achieve the inclusive reconstruction objective of the Government of Nepal (GoN). A total of 2,016 houses of the rural poor, female-headed households, elderly people, Persons with Disabilities (PWDs) and orphaned children were reconstructed. With the project's support, the capacity of the National Reconstruction Authority (NRA) district offices to work with the vulnerable communities was enhanced. Training to the NRA engineers and hand-holding support provided by the Awas Nirman Sathi (ANS) and Masons helped to improve the quality of services provided to the homeowners.

The socio-technical support provided by the project was critical in removing the barriers faced by the beneficiaries in getting reconstruction grants. Such support included enhancing access to land and citizenship certificates by the landless and women, and supply of reconstruction material to the vulnerable households. Through the provision of top-up grant support, the ultra-poor households were able to complete the reconstruction on a time. The revolving fund mechanism ensured the compliance criteria to receive a second instalment of grants.

Alignment with Government of Nepal policies

Households which were excluded from the NRA efforts reconstructed their houses. For example, there were 700 households in Dolakha in NRA vulnerability list in the start of this project who were not able to benefit from the government reconstruction efforts. While the inclusive reconstruction is a major objective of the National Reconstruction Act (2072), the Post Disaster Recovery Framework (2016-2020) and the National Reconstruction and Rehabilitation Policy

(2072), the project supported to reconstruct 2,016 houses of the rural poor, female-headed households, elderly house owners, PWDs and orphaned children. The project's efforts to apply an LNOB approach, filtration of marginalized households and provisions of integrated support contributed to achieve these results.

The project promoted localization of the DRRM and climate change agenda at the ward level. The preparation of LDCRMPs, strengthening capacity of Disaster Management Committees, and establishment of disaster management fund were appropriate in institutionalizing the key priorities of Disaster Risk Reduction and Management Act (2017), National Policy for Disaster Risk Reduction (2018) and Disaster Risk Reduction National Strategic Plan of Action (2018-2030) and Climate Change Policy (2019). In line with these policy documents, the project implemented prioritized mitigation activities and conducted community level capacity development activities.

Contribution to the reconstruction efforts of the NRA

With the project's support, the capacity of the NRA district offices to work with vulnerable communities was enhanced. The project selected the most vulnerable households from the NRA vulnerability list who had very limited access and voice to engage with the NRA efforts. Through the project support, district NRA offices were able to provide technical services and reconstruction grants to them. The project promoted low cost GI wire house design which contributed to reach the ultra-poor (mostly single women and PWDs) who were not able to reconstruct their house with the NRA reconstruction grant.

The capacity of NRA to deliver technical service to the beneficiaries was enhanced. Project engineers, ANS and Mason's support to impart technical skills about approved house design was very advantageous in the situation of limited technical human resources in NRA district chapters. Through the socio-technical service provided by the project, NRA district offices were able to expand their technical service to the marginalized households. In addition, the project-provided refresher training to the new NRA Engineers about updated technical compliance of house reconstruction increased the number of households who met its compliance on time. The capacity of NRA was enhanced in the disbursement of reconstruction grants in the planned way. Regular coordination with the district team was very helpful to forecast the number of houses who required second or third instalments. The project-provided top-up grant, revolving fund, and technical service were very appropriate support to meet compliance on time required for reconstruction grant instalments.

The project support also contributed in the grievance redressal process of the NRA. Through the socio-technical support, some households were able to sign the Reconstruction Participation Agreements (red card). The names of these households were included into the NRA full beneficiary list.

Relevance to the need and priority of the target groups

Socio-technical support provided by the project was critical in removing the barriers faced by the beneficiaries in getting reconstruction grants. Because of the long chain of recommendations, documentations, verifications, bank process and transfer, the targeted beneficiaries were

reluctant and unable to approach the NRA for reconstruction grant. The ANS and Community Mobiliser support in the preparation of documents, regular coordination with NRA engineers to verify the compliance and follow-up the grant distribution process addressed the problems faced by the beneficiaries to receive the grant. These support mechanisms were very beneficial for illiterate, single women who had limited time for such work, as well as elderly and PWDs who had limited mobility.

The project's technical services fulfilled the housing reconstruction knowledge gaps of the marginalized earthquake survivors. These households regularly faced the barriers of limited technical knowledge as well as confusion on choosing appropriate design of the house. In this regard, house to house technical support provided by the project supported Engineers, Overseer, ANS and Masons was very convenient. This service also enhanced the technical capacity of the house owner to reconstruct the house.

Socio-technical service was also very pertinent to increase the assets (land, citizenship, etc.) of the landless and women. Social Mobilisers and ANS provided support to landless households to benefit from NRA land grants, to purchase the land in appropriate places and additional support to receive reconstruction grants. Similarly, their support to single women without citizenship certificates was also beneficial to them to gain access to reconstruction grants. The support to prepare identity cards to some PWDs was also relevant.

Through the provision of top-up grant support, the ultra-poor households were able to complete the reconstruction. This support was provided to the single women, Dalits, orphan, and PWDs who resided in marginal areas. The project provided essential construction material such as cement and rods which supported them to start the reconstruction process. In the situation of difficult hilly terrain, providing the materials with adequate transportation facility was very pertinent to the them. The top-up grant was very appropriate to the households who were unable to complete their house with the NRA reconstruction grant three lakh NPR (USD 2565; @ 1 USD equals to 117 NPR). A rough estimate done by project team showed that the cost of the construction of house typically reaches at least 7 lakh NPR (USD 5983; @ 1 USD equals to 117 NPR). This additional support linked with GI wire house design helped some ultra-poor households to complete their house reconstruction.

The revolving fund mechanism was very useful for those households who were unable to meet the compliance criteria to receive the second instalment of grants. Almost all beneficiaries of this fund were those who had received the first instalment (427 USD) and were unable to complete the foundation within the grant. The provision of this zero-interest fund was very useful to the households who had limited access to banks and/or cooperatives which required collateral. They had also limited income sources by which they could convince and offer guarantee to the private money lender that they will repay the loan. These households were also unwilling to borrow private loans because of very high interest rate (36% annual interest rate), fearful of debt trap.

Livelihood support strengthened the income strategies of women, Dalits, PWDs and other traditional occupation groups. Agriculture-based livelihoods support, such as vegetable

production, poultry, goat and buffalo farming were built on and strengthened the traditional income strategies of women. However, many of these support efforts were additional support instead of priority needs of the beneficiaries; such as the provision of one additional goat to households who already had some goats. Revival of earthquake damaged enterprises such as cardamom processing, carpets, and water mills, as well as the establishment of new enterprises that directly contribute to house reconstruction, such as bricks and block production, furniture and timber treatment enterprises enhanced the entrepreneurship of people who used to make livelihoods through these strategies. Some enterprise, such as bamboo craft making was very appropriate to PWDs. Some enterprises such as iron ore supported to modernize the traditional occupation of Dalits.

DRRM activities supported by the project helped the communities to identify potential disaster risks and take priority actions for risk mitigation. These activities supported to materialize the priority activities listed in the LDCRMPs prepared by the community. Gabion check dams to control the landslide/ flood risk and earthing stations for reducing thunderbolt risk were priority needs of the communities. These activities were also very important for minimizing the tensions between the targeted and non-targeted households as these activities were implemented for the wider communities, including those who were not targeted for the reconstruction support.

Contribution to the outcome and output of the UNDAF/ CPD

The UNDAF/CPD Outcome 3 is that ‘by 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels. The project-promoted GI wire housing design with low carbon emission technology contributed to improved climate change and environmental management. Landslide protection by bio-engineering and gabion walls enhanced the community land reclamation and supported directly in environmental resilience. Livelihood support enhanced the recovery of earthquake damaged income opportunities which aided in financial resilience of the vulnerable households.

The CPD output 3.5 is ‘improved capacities of communities and government for resilient recovery and reconstruction’. Capacities of the communities were improved in disaster planning (through LDCRMPs), disaster preparedness (Search and Rescue), disaster recovery and mitigation, and disaster risk sharing (micro-insurance). Similarly, skills of individual households were promoted in house reconstruction, enterprise establishment (livelihood support) and market linkages. Capacities of the local government were enhanced through the preparation of LDCRMPs, institutionalization of DMCs, and integration of DRR and climate change agenda into the local government’s seven steps planning process.

Theory of Change

The project result matrix and its interventions fit with the DRRM theory and standard practices. It covered both the disaster risk reduction as well as management concepts as widely defined by the Sendai framework for DRR (2015-2030), the Constitution of Nepal (2015) and the DRRM Act (2017). The causal chain among the project outcome, output and activities were well linked. Each

activity within the project output contributed well to achieve the particular output. And each output contributed well to achieve the project outcome. This project highly focused on environmental and economic resilience of the people while it could have had better contributions to improving the resilience of people if the project had also given some attention towards building social safety nets.

Project design

The project design was very responsive to the holistic needs of the vulnerable people. It employed a more holistic humanitarian assistance approach. Many projects in Nepal used to concentrate on only one aspect of humanitarian assistance such as provision of support in either reconstruction, livelihoods, or WASH, etc. Through this more holistic approach, the project addressed the immediate life-threatening needs (shelter) of the vulnerable people as well as supported a foundation of long-term recovery needs and enhanced resilience (livelihoods, DRR, capacity building). It followed a well-integrated approach among and within the support to address the holistic needs. For example, it provided reconstruction support as well as livelihood support to the same vulnerable households. Within the support, for example in livelihood support, it not only provided skill development trainings, but also supported equipment, material and market linkages to establish enterprises. It used several methods which ensured that the needy people were not left behind through the interventions. The project selected the most vulnerable households from the vulnerability list of NRA who were excluded from the previous reconstruction efforts.

Assumptions and risks

Establishment of the elected municipal government after the local election created the favorable condition for smooth implementation of the project. Municipal ward committee actively participated in the beneficiary's selection and implementation of the project interventions. These municipalities gave high priority to DRR through integrating the issues into their planning process, allocating the budget for the mitigation activities and housing insurance, and regularization of DM committee meeting. The provision of reconstruction loan in subsidized interest rate by the Nepal Rastra Bank couldn't implemented because the provision of collateral was not practical for the poor and the bank felt risk to provide this kind of loan. As a result, there are still many houses who need to reconstruct their houses.

There weren't any changes in the Government policies and strategies on reconstruction. However, frequent transfer and late recruitment of NRA Engineers delayed the release of reconstruction grant which hindered smooth reconstruction process of the project. With respect to large-scale disasters, COVID-19 caused to change the modality of the project interventions.

5.2. Coherence

The project interventions were moderately coherent.

The project was able to build synergy with other projects and initiatives supported by UNDP. The collaboration with Community Infrastructure and Livelihood Recovery Project and initiatives to develop DRR policy and action plan supported by UNDP was important in linking recovery and

reconstruction priorities with the plans of infrastructure and resilience building. In this way, the project was instrumental in meeting national policy commitments of inclusive recovery and resilience building through its catalytic support to formulate DRR policy and action plan of the four project municipalities and build their capacities for implementation. However, there was very limited interlinkage with similar activities implemented by other projects in the districts. Despite opportunities of synergies and complementarity, the project was not able to collaborate with the private sector and I/NGOs

Internal coherence

The project was designed based on the success of the first phase of the ECHO-funded project named "Resilient Communities Through Building Back Better in districts most severely affected by 2015 earthquake". The conversion of ward/cluster level Reconstruction Action Plan (RAP) prepared in the first phase into the LDCRMPs adequately included the reconstruction activities. Similarly, the conversion of Ward Reconstruction Committee (WRC) into ward level Disaster Management Committees better supported to its institutionalization (minute book, record keeping). In addition, the use of the Masons who were trained during the first phase reduced the project costs with savings related trainings.

The project generated synergies between/among the project activities. The project activities were interlinked with each other within the project outputs and among the activities. For example, the project provided in-kind support and revolving funds for the purpose of NRA reconstruction grants. It also provided socio-technical support to the beneficiaries who benefitted from in-kind support and the revolving fund. Among the outputs, it provided technical services to the households benefitting from the project mitigation activities and livelihood support to the beneficiaries who received house reconstruction support. This kind of integrated support generated some combined positive effects for the beneficiaries.

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The NGO partners had limited interlinkages with other interventions carried out by the same NGO. Major donor of the four NGO partners were Mercy Corps, SUHARA, CARITAS, Christian Aid, and FHI. There were some similar activities among the different projects, with potential of joint investments. The NGOs said that because of differences in project sites, they could not implement such joint activities. However, collaboration of REDC with Mercy Corps to conduct exposure visit and with SUHARA in LDCRMP formulation contributed in intra-project learning exchange.

External coherence

Collaboration with municipalities generated additional investment to some extent. For example, the municipalities added 50,000 NPR (USD 427; @ 1 USD equals to 117 NPR) per ward in the revolving fund. Sailung rural municipality paid premiums of half the beneficiaries for housing

insurance in Dolakha. Agriculture and veterinary section of municipalities provided skill development trainings to the livelihood beneficiaries of the project. Sailung rural municipality of Dolakha provided additional 14 lakh NPR (USD 11965; @ 1 USD equals to 117 NPR) to the livelihood beneficiaries of the project. By these collaborations, households received additional services from these stakeholders.

The project had very limited collaboration with other I/NGOs working in the districts. The project collaborated with RRN (Rural Reconstruction Nepal) who contributed in the preparation of LDCRMP and DRR mitigation activities. It worked together with CARE Nepal in the formulation of CBDRR and BBB frameworks in Indrawati rural municipality of Sindhupalchowk. There were numerous areas where the collaboration with other I/NGOs could be explored. If the potential collaborators were identified during the planning phase, joint activities could be conducted in areas such as DRR, livelihoods and capacity building.

The potential of private investment in the project activities was marginally harnessed. The project collaboration with IME General Insurance Ltd. was very beneficial for implementation of innovative housing micro-insurance in Dolakha. The collaboration with suppliers was appropriate for availability of quality construction materials on time. As the private sector actors are important sources of financing, partnership with the cooperatives and/or banks, as well as community groups such as the Community Forest User Groups, Mother's Groups, and Farmers Groups would increase their funds in the project activities.

5.3. Effectiveness

The project interventions were very effective.

Achievement against the project outputs

The project met very satisfactory achievement against its principal objective. Progress against the output targets played an important role to achieve this objective. The project has achieved 97.5 % results on its output targets included in the project log-frame. Table 2 below shows the details of progress against the project outputs indicators. The detail of quantitative progress is included in annex-6 of this report.

Table 2: Achievement against project output indicators

SN	Outputs	Indicators (with targets)	Progress
1.	The poor and vulnerable households reconstruct disaster resilient houses	80 % reduction in the number of affected people (experienced, expected or modelled)	101%
2.	Earthquake-affected communities are empowered with self-determined resilient recovery plan and risk management for future disasters.	20 % of Households benefited from small-scale disaster risk reduction/mitigation activities.	16.45%

3.	The most poor and vulnerable earthquake-affected households have resilient livelihood opportunities.	921 Households will have additional livelihood or business activities	1218
4.	Enabling environment created for inclusive, affordable and people-centred reconstruction policies and actions.	4 Number of policy notes prepared that achieve the change/ improvement to address existing challenges or reflect good practices for the reconstruction program catering to the poorest.	3 Policy Notes prepared

The project completely achieved Output one. It achieved 101 % progress against the target values in house reconstruction (2,016 as compared to the target of 1,995 households). These houses were constructed following the NRA approved house reconstruction design. These houses were built with the participation of affected households and have a basic floor area, are culturally accepted and followed safe building practices and standards. In addition, the project achieved 101% achievement against the targeted value to reach to total beneficiaries. The project target was 9,975, while the project reached a total of 10,080 people. Similarly, the project provided in-kind support to 308 households against the target value to benefit 300 households. While the project had an expectation to provide technical support to 900 households, it reached a total of 2,343 households.

The project achieved significant progress against Output two. It was targeted that 20% households of community (average 28 households per community) benefited from small-scale disaster risk reduction/mitigation activities, while the project only provided support to 16.45%. It was expected that 28 households (on average) would benefit from each mitigation measure undertaken. Because of small scale infrastructure, settlement and small location of hazards the target was not achieved. The project implemented 30 mitigation activities in 15 wards; two in each ward. However, the projects achieved 117% progress in terms of reach to total number of beneficiaries, 64,729, compared to the target of 55,260.

The project accomplished very important progress against Output three. It achieved 132% progress in providing livelihood support. While there was target of 921 poor and vulnerable households to benefit from additional livelihood or business activities, the project provided support to a total of 1,218 households. This output had a target of 2,535 as the total estimated number of direct beneficiaries. However, the project exceeded the target and reached a total of 4,608 direct beneficiaries, 181% of the targeted value. The direct beneficiaries benefitted from trainings on preparation of business plans, rapid market assessments, materials/equipment, support to revived and new enterprises, and training on livelihoods. In addition, the project included a target to establish six new small-scale enterprises, which was achieved. The project also revived a total of 16 struggling enterprises affected by the earthquake.

The project attained good achievement against the targets of Output four. The project prepared three policy briefs against the target of four. These included: 1) Localization of disaster and climate risk reduction and management through institutionalization of disaster preparedness and

response; 2) Micro-insurance: alternative protection measure for low-income household from disaster and loss; and 3) Relevance of house reconstruction revolving fund for the most vulnerable to address the barriers to access to financial resource for reconstruction of house after 2015 earthquake. In addition, a total of 1,091 people benefited from exposure visits, consultation/sharing meetings and joint monitoring visits (partner/UNDP and other stakeholders).

The project's immediate support to the beneficiaries at the beginning of the COVID-19 crisis was useful in keeping them safe from the pandemic. Likewise, agriculture-based livelihood support in the forms of materials and equipment to the beneficiary households just before the monsoon season was found very effective in creating local jobs and helping them recover from livelihood impacts caused by COVID-19 crisis.

Effectiveness of key project activities

In-Kind support

Through this support, the project provided essential reconstruction material to the most vulnerable households. The beneficiaries of this support were relatively well balanced from different target groups. Among the total (319) beneficiaries of this support, there were 37% (119) women, 14% (46) Dalits and 3% (10) PWDs. In this support, prioritised reconstruction materials such as cement, rods and window materials were distributed instead of cash, to ensure that the support was used for the planned purpose. The materials were purchased in bulk amount which reduced the cost of materials for the project, as well as compared to if it would have been purchased by individuals through cash. The project provided transportation services to ensure availability of material to the beneficiaries at the construction sites on time. If transportation of materials was done through public or hired vehicles, this would have required additional costs, labour and time to deliver the materials.

Revolving fund

The mechanism of revolving fund was an innovative activity of the project. This fund was established in each municipal ward of project sites. The selection of beneficiaries and distribution of fund through the Municipal Ward Disaster Management Committee and the provision of a separate account for the fund were effective mechanisms to operationalize the fund. The public ownership of the fund was created through sharing information about the fund, advertisement, selection process and required documents by the Community Mobiliser during community consultation workshops. The provision of checks instead of cash and regular technical support ensured that the money was spent in purchasing the essential reconstruction material. The fund was distributed just before the start of reconstruction (at a time when labour availability was sufficient, transportation of material easily achieved, outside of the main agriculture seasons (planting or harvesting), and outside of the festival seasons, etc.). There were 100% repayment of the fund. Because of its revolving in nature, it covered a total of 229 households, compared to a static fund which could have reached an estimated maximum of 150 households.

However, the access of women to the fund was limited. Of the total (229) beneficiaries, there were only 26% (59) women. In addition, after the completion of the project, the revolving fund is no longer operating, which has raised issues around sustainability. The whole amount was expended in the mitigation activities as the project design had a plan to expend this fund in these activities.

Socio-Technical support

Linkages of socio-technical support with other interventions, such as the in-kind support, revolving fund, livelihood support, mitigation activities and community capacity development, supported well in the timely implementation of all these activities. Door-to-door support provided by the ANS, Masons and Community Mobilisers through a demand-driven approach provided services to the people where they faced problems and challenges. The learning-by-doing approaches adopted by ANS through working together with the house owners and masons was a very effective method to bridge their knowledge and skills gaps. The use of a toll-free number and regular information sharing with the NRA Engineers were effective mechanisms to verify the work of house owners on time. At times, however, the timely verification was not possible because of late recruitment and transfer of NRA Engineers as well as strikes organized by them.

The access of women and Dalits to benefit from this service was limited. Of the total (2,105) beneficiaries, there were only 26% (557) women and 11% (247) Dalit, despite the fact that these were two of the groups who needed practical technical services the most.

Community Capacity Development

Field based skill development trainings in livelihood support improved the practical skills of the beneficiaries. The adoption of a farmer's school approach for the training was a very effective mechanism to impart practical knowledge and skills to the communities. For example, three days skill development training for chilli production beneficiaries was conducted in the agriculture land of the participants in Nigale tole of ward four of Sailung rural municipality. These kinds of trainings were delivered by resource persons from agriculture/veterinary staff of municipalities who were familiar with the local situation.

Community level sensitisation workshops was an effective approach to internalise the issues among women beneficiaries. Orientation to the community about the LDCRMP and mock drill exercise on Search and Rescue in accessible locations enhanced the knowledge on the key hazards and its preparedness measures. Production and use of the Information Education and Communication (IEC) materials were very useful for the women and illiterate people to know more about the potential disasters, communication mechanisms during the disaster and disaster risk reduction processes.

Capacity Development of Local Government

Support to revision and/or preparation of LDCRMPs, revitalisation of DMCs, and establishment of disaster management funds enhanced the institutional capacity of the municipalities at ward level. In addition, establishment of ward level collection centres (wire house) and support of

search, rescue and relief materials (fire extinguisher, digging materials, ropes) enhanced their capacities to respond immediately to disasters. However, the project could not implement orientations and sensitization programmes to the municipal government officials and the newly elected local bodies on resilient reconstruction. The target of four such activities, which was planned to be implemented in the beginning of 2020, but could not take place due to the COVID-19 crisis.

Mitigation activities

Community prioritized small-scale infrastructure such as gabion check dams, thunderbolt earthing stations and bio-engineering were useful for minimizing future community level disaster risk. This infrastructure was selected by the community during the Vulnerability and Capacity Assessment (VCA) exercise and was included as prioritized mitigation activities in the LDCRMP they prepared.

As this infrastructure was constructed by the ward DMCs, the community ownership of the infrastructure seems limited. If the activities were implemented through the community groups, they would have also established some maintenance funds. On the other hand, these activities were very small in size, with a cost up to 5 lakh NPR (USD 4273; @ 1 USD equals to 117 NPR) per activity.

Livelihood activities

The integrated model of house reconstruction plus livelihood support was a very innovative model to generate the combined effects for the vulnerable people. However, there was limited clarity and understanding among the project staff in the initial months of the project implementation about the model, hence a very limited number of households benefitted from the integrated support. Rough estimates from the group discussion in Sindhupalchowk showed that about 75% of the livelihood support beneficiaries were not beneficiaries from house reconstruction support.

The provision of full package support (skill development, equipment support, market linkages) was an effective mechanism for women, Dalits, PWDs and other traditional occupation groups to implement the business and benefit from it. The project support in the business plan preparation, rapid market assessment, skill development training, material support to establish the enterprise and linkages with the market was well integrated and ensured that all the selected beneficiaries were engaged in the business. A total of 1,218 households were engaged in the livelihood support.

Good practices and its replication

Galvanized Iron wire housing design

The GI wire housing design was a very cost-effective house design, suitable for the ultra-poor in hilly areas. This design did not make use of cement and iron rods. Instead, it used locally available stone and mud as well as low-cost steel wires. Because this method uses very limited water, it is also suitable in water scarce area. From the learnings of this project, some municipalities of

Gorkha, Siranchowk, Palungtar, Sulikot and Ajirkot have already replicated this model to reconstruct their houses. To communicate about the design, the project had produced videos and IEC materials, provided 40 days training to Masons, and broadcasted a radio programme. However, there were some misconceptions among the people that the wire used in the house causes electric shocks. This misconception should be clarified for wider acceptance of the method.

Awaz Nirman Sathi (ANS) and Mason

ANS and Masons who worked in the project were very useful local resource personnel for the reconstruction activities. They had already received comprehensive skill development training in the first phase of the project. In this phase, they received additional on-the-job refresher training. They were trained, experienced and local to the ward. These human resources were also useful for hydropower, road and drainage, as well as community building construction. From the learning of this project, JICA have supported similar kind of human resources in Dolakha and Sindhupalchowk. If the selection process, skills and working mechanism of them is well documented, it would support to replicate this mechanism in wider areas.

Revolving fund mechanism

The practice of revolving fund was an innovative local funding mechanism in supporting the vulnerable communities to build their houses. This fund was established in the ward, and provided zero interest loans to the poor and it revolved among the poor. This was a very effective mechanism to enhance the capacity of the poor households to receive the NRA reconstruction grant. Establishment of the fund in joint investment with the municipalities promoted ownership of the local governments. This type of funding mechanism may be appropriate at both municipality and community level. From the learning of this project, a few municipalities in Gorkha have replicated this mechanism in their wards. Chautara Sanga Chowkgadi municipality of Sindhupalchowk district allocated some budget to establish such type of funding mechanism in all of its 14 wards. This mechanism needs to be continued and replicated in all wards and municipalities with financial support of the respective municipalities.

Micro Insurance policy

Micro insurance policy was an important measure promoted by the project for vulnerable households to transfer their disaster risk. In Dolakha, REDC (an NGO partner) provided support to poor house owners to purchase housing insurance policy from IME General Insurance Company. The annual premium amount was about 600 NPR (USD 5.1) for 5 lakh NPR (USD 4273) insurance for the period of ten years which was paid by the NGO in collaboration with the municipality. This policy covered loss due to fire, earthquake, riot, strike, malicious damage, terrorism, storm, flood, typhoon, aircraft and aerial damage. All the four municipalities in the project area were allocated budget to apply this model of risk transfer. There is need of further awareness raising about the insurance policy and its benefit, documents required, as well as enhanced coordination mechanisms with the insurance companies.

Multiple support mechanisms

The multiple support system introduced by the project was a pioneering mechanism for pro-poor project interventions. In this system, many possible inputs were provided to individual beneficiaries. For example, Chandra Bahadur Damai of ward number five of Indrawati rural municipality of Sindhupalchowk was a landless project beneficiary. He was supported to receive two lakh land grants as well as 3 lakh NPR (USD 2565) reconstruction grants from NRA, and then provided with in-kind support, on-the-job Mason training, as well as livelihoods support. Similarly, Tulka Narayan Shrestha of Kubhinde of ward four of Sanga Chautara Chowkgadi municipality was a traditionally a poor carpenter. He was provided in-kind support and equipment for a furniture saw mill enterprise. This type of multiple support system brought synergetic effects on the livelihood of both above-mentioned poor people. This mechanism needs to be documented with clear nexus of better support.

Integrated support mechanisms

The integrated support mechanism of the project was also an innovative pro-poor process for result-oriented service delivery. The project provided full package support to the beneficiaries from the beginning of the activity until the starting of its effects, and ensured the engagement of the poor in the selected livelihood businesses. The project's support mechanisms in the business plan preparation, rapid market assessment, skill development training, material support to establish the enterprise and linkages with the market after selection of the beneficiaries for livelihood support are also very useful for those programmes who deliver livelihood interventions. One of the major causes of enterprise failure in Nepal was that many organizations left the beneficiaries after giving the skill development training to them, and this integrated support mechanism could solve this issue. The learning of this mechanism needs to be documented and the findings disseminated to a wider audience.

CBDRMP-BBB framework

UNDP in collaboration with CARE Nepal has prepared a CBDRR-BBB framework. This document has accumulated the experience of UNDP in BBB and learning of CARE Nepal in CBDRR. It builds on the strength and limitations of both frameworks. The CBDRR framework addresses and institutionalizes the collective risk reduction at the community level but has limitation in terms of reaching the most vulnerable households. Similarly, the BBB model is effective in addressing the current needs of the individual households through reconstruction but may not be able to address the long-term risks. The integrated model of CBDRR-BBB has the strength of generating synergy from both models and compensating for the respective short-comings. The CBDRR-BBB framework is designed to leverage the work and progress made to better understand and reduce disaster risks, improve resilience, and reinforce the capability and capacity of communities to withstand natural hazards. This framework concisely outlines the enabling environment that is required to implement CBDRR-BBB model in Nepal.

Effectiveness of livelihood support to respond to the impact of COVID-19

The project's immediate support to the beneficiaries at the beginning of the COVID-19 crisis was useful in keeping them safe from the pandemic. It addressed the immediate livelihood needs of the vulnerable households. Provision of agriculture-based livelihood support in the forms of materials and equipment to the households just before the monsoon season was found very

effective in creating local jobs and helping them recover from the livelihood impacts caused by the COVID-19 crisis. The support provided included paddy seed, fertilizer, maize and millet extractors, hand tractors, etc., based on the priorities and needs identified by the beneficiaries.

The selection of the beneficiaries by the ward DMCs delivered the intervention within a short span of time while covering a large number of households. However, the committees could not follow the original plan to select the beneficiaries. There was a plan that 100 households from each ward would be selected and a total of 1,500 household would benefit from this support. Sailung RM had provided support to 400 households covering all eight wards while the project worked in only five wards.

Table 3: Total beneficiaries COVID-19 response livelihood activities

Groups	Dalits	Janjati	Brahamin/ Chhetri	PWPD	Total Male	Total Female	Total
Dolakha	29	443	254	0	489	237	726
Sindhupalchowk	151	432	305	0	577	311	888
Total	180	875	559		1066	548	1614
Percent	11.2	54.2	34.6	0	66.0	34.0	100

A total of 1,614 households benefitted from this support. Of the total (1,614), 34% (548) women-headed and 11% (180) Dalit households benefitted. However, no PWDs benefitted from these activities. This shows that further efforts are required to ensure that all vulnerable groups receive the required support, with specific attention to for example PWDs.’.

Material support during the lockdown situation was very useful for the beneficiaries. The materials purchased and distributed by the project NGO partner reduced the need to be mobile and thus the exposure of the beneficiaries to the COVID-19 risk. The purchase of the material in the bulk amount also reduced its cost by which the beneficiaries received higher quantities for the same amount of money.

Provision of equal amount of support to all selected households was an effective process during the pandemic situation. Material support equal to 7000 NPR (USD 60) to each selected individual household was sufficient for many houses. In some cases, the amount was deficient to fulfill the demands of the beneficiaries. For example, priority need of some beneficiaries in Indrawati RM of Sindhupalchowk was to purchase a mini trailer which cost at least 35000 NPR. In this case, they gathered a group of beneficiaries who had similar priorities and purchased the mini trailer for the group.

5.4. Efficiency

The project resources were very efficiently utilized.

Project management structure

A small professional team, together with a number of locally trained Masons and Social Mobilizers deployed at the community level, in partnership with the local NGO efficiently delivered the project on the ground. The well-organized regular coordination and communication between the project and NGO partners was efficient in reviewing the progress, discuss the challenges and prepare the monthly plans ahead. The role of central office of CDRMP for overall coordination, and the district project team in Dolakha and Sindhupalchowk for execution of the project activities helped significantly to achieve the objective of the project.

The central level decision-making body through the Project Board comprising of the NRA, the MOHA, the Ministry of Federal Affairs and General Administration (MOFAGA) and others effectively provided overall strategic guidance to the project management. Though its replica at the district levels was not envisaged in the new federal context, as the project worked directly and very closely with the local governments. These committees at the district level would have played important role in promoting interlinkages and synergies among the interventions.

Human resource mobilization

The expertise of the technical team and social development team was professionally organized. The technical team included Engineers and Sub-engineers in the project and NGO partners. They provided technical guidance to the ANS and Masons who worked in the field. The social development team included a community development specialist and community development workers in the project and NGO partners. They provided guidance to the community mobilisers working in the field. The mechanism of working together played a very crucial role to deliver integrated activities in the field on time with the maximum benefit to the most vulnerable households.

Because the ANS and Masons were local human resources who provided door-to-door support to the individual households and visited the beneficiary households at least four times during the site selection, DPC, labeling the door and windows, and roofing until the completion of the work. The support of ANS and Masons was not only for reconstruction of houses, but also to strengthen the technical skills of the beneficiaries. The provision of equipment (rope, bell, level pipe, etc.) and daily wages of 800-1,000 of the Masons encouraged them to engage regularly with the project. However, the participation of women and Dalits in the local staff hired by the project was not inclusive. There was a total of 525 ANS and Masons working for the project. Of the total (525), there were only 14% (75) women and 7% (37) Dalit, 69.5% (365) Janjati and 23.4% (123) Brahmin/Chhetri.

On-the-job training to ANS, Masons and NRA Engineers was very effective in expediting the reconstruction work. The 5-7 days on-the-job refresher training to the ANS and Masons who had already received 45 days of skill development training on reconstruction in the first phase of the ECHO project, was integrated with the reconstruction work. The training module developed by the project was very effective to deliver the training for the trainees in on-the-job situation. There was a total of 525 ANS and Masons who were provided on-the-job refresher trainings during the project period. Similarly, regular refresher training to frequently changing NRA Engineers trained

them in the updated compliance in the reconstruction, as well as major technical problems that exist in the project areas.

Financial management

From the perspective of budget allocation, the project was average. Of the total budget (US \$ 1,436,079.14), 36.9 % budget (excluding the budget for local staff) was allocated for management cost while 63.1 % budget was allocated for programme cost. As almost all of the programme cost directly benefitted to the most vulnerable households of the communities, this was an efficient allocation of budget.

Table 4: Financial achievement against outputs

Outputs	Budget (USD)	Expenditure	Percent
1. The poor and vulnerable households reconstruct disaster resilient houses	457,607.09 (33.97%)	379734.14 (27.8)	82.98
2. Earthquake-affected communities are empowered with self-determined resilient recovery plan and risk management for future disasters.	107,866.44 (7.94%)	84,333.31 (6.1)	78.2
3. The most poor and vulnerable earthquake-affected households have resilient livelihood opportunities.	166,553.97 (12.27%)	162,701.97 (11.9%)	97.7
4. Enabling environment created for inclusive, affordable and people-centered reconstruction policies and actions.	47,927.39 (3.53%)	20,963.82 (1.5%)	43.7
5. COVID-19 Preparedness and Response	101,937.48 (7.5%)	
6. Other (Management cost)	577,963.4 (42.6%)	608243.07 (45.1%)	106
7. GMS/Indirect Costs	78160.76	78160.76	
8. Total	1,436,079.14	1,436,079.14	100

The budget expenditure was done in an efficient way. The project achieved 100% against the allocated total budget. This expenditure pattern showed that there was only 43.7% budget expenditure of the budget allocated for output four. Due to the risk of COVID-19, the project could not implement capacity development activities for the municipal leaders, the major share of activities under that output. However, the project quickly modified its budget allocation by which funds were diverted toward the activities to respond to the COVID-19 pandemic. Of the total budget, 7.5% was re-allocated and expedited for these activities. But amount of budget allocated for this activity was not shown in financial report.

Mission visits were very important for financial efficiency. The recommendations of different internal or external mission visits were very useful to adjust the programme and address emerging issues. For example, the ECHO mission visit in 2019 recommended to provide livelihood support to the households who received in-kind support grants. Accordingly, this model was adopted in the field which generated synergic results. After the recommendations, the project

had reduced the number of activities in less productive areas, such as travel, software purchasing, and consultation meetings, and increased the budget for activities that provided direct livelihood support to the targeted households.

Implementation

The project adopted the LNOB principle and a participatory approach which was a very effective mechanism to identify the most vulnerable household. The project used several methods which ensured that the most vulnerable people were not left behind through the interventions. The beneficiary selection guideline and Poverty, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis tool developed by the project were very useful for effective targeting to elderly people, Dalits, single women, PWDs and orphan children.

The project adopted an integrated approach of service delivery which was very well organized and cost effective to address the holistic needs of the marginalized households. Such support mechanism addressed the immediate life threatening needs (shelter) as well as addressed the long-term recovery needs (livelihoods, DRR, capacity building). Similarly, the project provided full package support to the beneficiaries which ensured the effective delivery and continuation of the project inputs. The project support, from the beginning of any activity to its final stage, was very efficient in the processes to engage with the project beneficiaries.

Monitoring

Door to door support mechanism by the ANS and Masons was very effective mechanism for regular field level monitoring as well as collection of both quantitative and qualitative progress. The role of Documentation Officer in the project was very crucial for maintaining the disintegration information. The project annual and final reports kept the disintegrated information with respect to gender, and caste/ethnicity. However, there was no quantitative data about elderly people and PWDs beneficiaries, despite separate column for these people allocated in the reporting system.

The joint monitoring conducted by the project was an effective process for feedback and learning sharing. Trimester joint monitoring visits of the key stakeholders provided suggestions to review some activities of the project. It also helped in learning exchange among the key stakeholders and contributed to replicate some activities, such as micro insurance policy, in non-project municipalities in the district. This also supported to conduct some collaborative activities in the district.

Because of household approach of service delivery, there was little effects in the building of social capital of the communities. This project followed the household instead of community approach of service delivery. Almost all services were delivered to the individual households. In the case of house reconstruction, it was difficult to form groups because the beneficiary households were located far apart. However, there were possibilities to form groups of livelihood and mitigation support beneficiaries, which, if done, could have increased their social capital. This could have also enhanced the sustainability of project results.

5.5. Impacts

Successful completion of project has produced some long-lasting impacts.

Because the project was implemented for a short period (2.5 years), there were some difficulties in identifying and selecting the impact level evidence, as well as selecting what achievements the project can claim at an impact level. However, the project showed some intended positive effects/impacts at policy and practice level. These impacts were also cumulative effects from the first phase of the project. In addition, there were some signs indicating that intended impacts could be achieved in the future. Following are some of the effects/impacts where the project had direct and indirect contribution.

Policy level positive effects

Some policies and institutions were established at district and municipal level. The project's consultation meetings advocacy, exposure visits and NGO partner's initiation contributed directly and indirectly to develop the local level policies and institutions. These policy provisions will have some benefits to both direct and indirect beneficiaries in the future. Table 5 below shows major positive effects on policy and regulation at the district and municipal government level.

Table 5: Effects on district and local policy and institution development

Level	Policy and Institutions
Municipal	<ul style="list-style-type: none">• Local DRR Policy and Strategic Plan of Action (2020-2030) developed in four municipalities• Local Disaster and Climate Resilience Management Plan (LDCRMP) developed in 15 wards• Ward level Disaster Management Committee established in 15 wards• Ward level disaster management fund established in 15 wards
District	<ul style="list-style-type: none">• Manson Preparedness and Response Plan (2075/76 BS) developed in Sindhupalchowk• Disaster Preparedness and Response Plan (2075/76) developed in Sindhupalchowk

Successful completion of the project has produced some long-lasting impacts. A major output of the project is successful completion of safe and resilient houses for 2,016 most vulnerable households. These houses are able to resist future seismic shocks of similar magnitude without much damage to the lives and livelihoods. During KIIs and FGDs, the beneficiaries expressed that it would not have been possible for them to reconstruct their houses on time without the project support. The families of these households got opportunities to live in safe houses instead of living in temporary shelter where they lived before. These reconstructed houses protected the personal safety of both male and female members and protected the people and their livelihood assets from the risk of natural and manmade disaster.

Economic Effects/Impacts

The project supported the poor and vulnerable households from alleviating the risk of debt trap. At least 35,00 households did not borrow high interest private loans because of project provided in-kind support, revolving fund, and livelihood activities. Among them, some households were also included as full beneficiaries of NRA through grievance settlement mechanism. In the absence of this project support, they would have been forced to take loans to complete their house reconstruction.

Local human resources were developed at ward level. Through the cumulative contribution of the first phase of the project, there were 525 trained ANS and Masons in the project municipalities, with at least 35 in each ward. Their skills in cost estimation, site selection, lay out, labeling the doors and windows, preparation of cement or mud, and roofing to reconstruct the house were linked with the demand of local people.

Municipal budgets for DRR activities increased. The results of the project's effort to integrate the DRR activities into the seven-step local planning process were significant. For example, the Sanga Chautara Gadichowk municipality of Sindhupalchowk has increased DRR sector budget to 50 lakh NPR (USD 42735) this year from 15 lakhs NPR (USD 12820) in previous year. This budget will be used in implementing disaster early warning systems, preparedness and recovery, activities that are very important to promote the adaptive capacities of the community.

Income of the poor women, Dalits and PWDs increased which contributed to fulfill their basic needs. Livelihood supports provided by the project helped the poor to diversify their income strategies. For example, Mangali Ramtel of Kubhinde of ward four of Sanga Chautara Gadichowk municipality of Sindhupalchowk said that she earned so far 20,000 NPR (USD 171) through poultry farming. She uses this money to purchase clothes and food items.

Environmental effects/ impacts

The resilience and adaptive capacity of the households and communities was enhanced which directly contributed to SDG Goal 13: take urgent action to combat climate change and its impacts. Trainings on disaster preparedness, reconstruction of resilient houses and establishment of risk sharing mechanisms through micro-insurance enhanced the adaptive capacity of beneficiaries to natural and manmade disasters. The livelihood activities also developed economic safety nets for the poor. The risk transfer mechanisms through micro-insurance will reduce the future vulnerability of the households. The mitigation activities will also support to save lives and property from the loss and damage through natural disaster.

The GI wire technology contributed to climate change mitigation through lowering the greenhouse gas emissions. This technology does not use cement and iron rods which is a major source of carbon emissions. Although the contribution in mitigating the carbon emissions is small, it will contribute to long-term positive environmental impacts. There were a total of 150 households who reconstructed their house through this technology.

Communities reclaimed their agricultural land through the mitigation activities. Beneficiaries in Sailung-4 Dadatole said that due to landslides, the ward had annually lost 25 ropani (12.75 hectare) of land. After construction of gabions in landslide prone area, there was no further loss of land. Similarly, bio-engineering activities supported to recover the land which was lost through previous natural hazards.

5.6. Sustainability

The project results are likely to be sustainable.

Revolving fund

The practice of revolving fund was an innovative mechanism of the project. This was a joint basket fund established in partnership between the project and the municipalities in 15 wards. The policy brief on relevance of house reconstruction revolving fund for the most vulnerable to address the barriers to access financial resources for reconstruction of houses after the 2015 earthquake, as well as the revolving fund management guideline prepared by the project supported to institutionalise the mechanisms at the local level. Although the total amount of the fund was already expended in mitigation activities, some municipalities had allocated additional budget to establish similar kinds of funding mechanism. It will be effective if the fund will remain in the ward and its revolving nature maintained by which the vulnerable people can receive zero interest loans for their prioritised activities.

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The project's efforts to prepare the roster of the ANS and Masons and the lists of these human resources provided to the concerned wards and municipalities will support them in utilizing the enhanced skills in the future. The municipalities have a plan to use the trained human resources in the remaining house reconstruction, as well as other local construction projects. In addition, the local contractors were willing to utilize their skills in their construction work. They will also use the skills in the construction of hydropower, roads, and community buildings. It will be very useful if their skills are certified from CTEVT.

Micro Insurance

The project's initiation of micro insurance of houses will continue in the future. The project prepared a policy brief on micro insurance: alternative protection measure for low-income households from disaster and loss, which was shared with the project municipalities. All municipalities of the project sites allocated some budget to support the vulnerable households for purchasing of the house insurance policy. However, there was concern regarding the time of premium payments. Municipalities wanted to pay whole premium of ten years at a time, while the Insurance Company has a policy of annual renewal. There was concern whether the beneficiaries will pay for their annual renewal of the policy or not. To address this issue, the insurance company will provide information on the time of renewal through SMS. It will be effective if the insurance company through its CSR fund could support to implement economic

empowerment programme to these vulnerable communities by which the poor can earn to pay the insurance annual premium.

Disaster Management Committee

The project's support to institutionalize the ward DMCs, through revitalizing the disaster management fund, provision of disaster mitigation equipment and implementation of some mitigation activities through them, contributed to enhancing the sustainability of the committees. In this regard, the support in the implementation of municipal DRRM Act was also useful. However, these committees must be made more inclusive through the revision of municipal Disaster Management Act, which ensures that nominated members come from vulnerable groups. So far, the members of these committees include ward members, nominated representations from Red Cross Society; Community Based Disaster Management Committee; NGOs, local expert and major political parties under the chairmanship of the respective Ward Chair and secretariat of ward secretary.

Local Disaster and Climate Resilient Management Plan

The project prepared Ward level Local Disaster and Climate Resilient Management Plan which were owned by all 15 working wards of the municipalities. As these plans integrated the issues of DRR and climate change adaptation, they addressed the urgent priorities of the municipalities. Some of the prioritized activities, such as landslide mitigation works, protection of natural water resources, environment and soil conservation, community sensitization on DRR etc., were already integrated into the municipal annual plans and budgets. The initiation of the municipalities to implement some of the prioritized activities of these plans ensured that the activities included in the plan will be regularized.

Small scale infrastructure

Infrastructure constructed through mitigation activities needs further support. Community-built gabion check dams and thunderbolt earthing stations requires regular maintenance. Through building the community ownership of the infrastructure, its regular maintenance can be promoted. If groups of beneficiaries of the infrastructure are formed and/or the infrastructure will be linked with already existing community groups, such as Farmers Group or Community Forestry User Groups, it would enhance community ownership. The groups should also establish some type of maintenance fund.

Agriculture based livelihood

Agriculture-based livelihood activities supported by the project are sustainable. Because these were built on the traditional income strategies of the beneficiaries, mostly women, and they already started to derive the income, it will continue. The project-provided full package support was also important contributing factors. The beneficiaries will benefit from policy provisions prepared by the municipalities in agri-business because the list of such beneficiaries was owned

by the local government. For example, Chautara Sanga Gadichowk prepared a livelihood support policy, with support such as subsidies for milk production, livestock, poultry farming, egg production, goat farming, etc. These policies were directly linked with the activities promoted by the project.

Enterprises

The entrepreneurs need further support by which they will continue their enterprises smoothly since almost all of them were supported in the last year of the project. Both types of enterprises promoted by the project, including revived enterprises affected by the earthquake and newly established enterprises, need further support in amending their business plans and linkages with the markets. The project supported 16 revived and six new enterprises. The revived enterprises need further raw material support and new enterprises, such as brick and block production, require regular follow-up by which they will produce continually.

5.7. Human Rights

The project slightly addressed human rights agenda.

The project solved some of issues of right holders through close consultations with duty bearers. The project supported socio-technical support, and the face-to-face advocacy and regular consultation meetings were effective forum to raise the voices of right holders (vulnerable people) with duty bearers (municipalities and NRA). The right holders were empowered through the information sharing, management of required documents as well as advocacy with the NRA and other stakeholders.

The project protected the right of vulnerable people to appropriate housing. Project activities such as in-kind support, revolving fund and socio-technical support addresses the barrier to protect the right of people to appropriate housing. This support fulfilled Nepal's 2015 Constitution Article 27, which states that: "(1) Every citizen shall have the right to [an] appropriate housing".

The project also protected the right of the landless households to land. The project supported 21 landless households to deal with land certificate issues in the reconstruction process. There was limited information about the government provisions of 2 lakh NPR (USD 1710) land grant to landless households to purchase land for the purpose of house reconstruction. Due to the socio-technical support of the project, some households were able to purchase land from such grants and to reconstruct their houses.

The project contributed to protect the right against servitude. This right is included in Article 29 of the Constitution of Nepal. Because of in-kind support and revolving fund, the poor were not forced to borrow from private money lenders with high interest rates. It supported them to escape from exploitation of high interest rate loans and the vicious circle of debt trap.

This project also contributed in the protection of right to job and employment. This right is included in Article 33 of Nepal’s 2015 Constitution. The livelihoods activities provided partial and seasonal jobs to 1,218 marginalized households.

5.8. Gender and Social Inclusion

The project was moderately successful to promote gender equality and social inclusion (GESI).

GESI policy and strategy in practice

Although the guiding documents for the promotion of GESI were in place in the project, its implications on the ground were limited. A Common Framework for Gender Equality & Social Inclusion in Nepal prepared by IDPG GESI Working Group, in which UNDP is a member, in 2017 was a major guiding document to promote GESI in the project. In line with the document, the project district team developed the beneficiary selection guideline that focused on single women, Dalits, PWDs and elderly people. At the project districts, each NGO partner has their own GESI policy. For example, REDC, a local NGO in Dolakha, has its GESI policy prepared in 2074 BS (2018 AD). This policy says that at least 60% women, 30% Dalits and 40% Janjati will be selected as the beneficiary of projects.

Although the project had tremendous impacts on the economically vulnerable people, the participation of women, Dalits, PWDs and elderly people were not proportionate or in line with the policy provisions. Data showed that there were a total 45,934 individuals who benefitted from the project interventions, with 45.2% women, 44% Janjati, 7.6% Dalit and only 0.2% PWDs. In addition, their participation in the key project activities such as the project’s socio-technical support, revolving fund support and in-kind support were also unbalanced. Table 7 shows that 27.7% women, 12.6% Dalits and less than 1% PWDs benefitted from these activities. It showed that while selecting the beneficiaries for these activities from the vulnerability list of the NRA, it seemed little attention was given to social dimension of targeting.

Table 6: Participation of different category of target groups in reconstruction activities

Inputs	Dalit	Janjati	Brahmin Chhetri	Physically Disabled	Total	Male	Female	Total
Socio-technical	247	1104	746	7	2105	1548	557	2105
In kind	46	186	77	10	319	200	119	319
Revolving fund	41	127	56	5	229	170	59	229
Total	334	1417	879	22	2653	1918	735	2653
Percentage	12.6	53.4	33.13	1	100	72.3	27.7	12.6

Project approach

The project attempted to increase the participation of different categories of people in the decision-making body. Ward DMCs were the important decision-making body for this project

which was responsible for selecting the beneficiaries of all activities as well as had an important role in the distribution of the inputs. Table 8 shows a 33% representation of women in the committees. Among the women, the representation of Janjati women is higher than those of the other two categories of women at 16%, compared Dalit women (6%) and Brahmin Chhetri women (11%).

Table 7: Participation of target groups in Disaster Management Committee

District	DM	DF	DT	JM	JF	JT	BCM	BCF	BCT	Male	Female	Total
Sindhupalchowk	3	7	10	26	18	44	45	11	56	74	36	110
Dolakha	4	4	8	24	13	37	28	11	39	57	28	85
Total	7	11	18	50	31	81	73	22	95	131	64	195
Percent	3.6	6	9	26	16	42	37.4	11	49	67	33	100

Note: DM: Dalit Male, DF: Dalit Female, DT: Dalit Total, JM: Janjati Male, JF: Janjati Female, JT: Janajti Total, BCM: Brahmin Chhetri Male, BCF: Brahmin Chhetri Female, BCT: Brahmin Chhetri Total

Women's inclusion

The promotion of GI wire house design enabled the poor single women household heads to complete their house reconstruction. In an interview with a ultra-poor single Dalit women in Sindhupalchowk it was shared that she completed her house because of this design which was affordable to her. The project has tried to. Reconstruction of houses was done by building at least two rooms where one room is used by women and girls, promoted gender-friendly reconstruction and maintained their privacy. In some instances, women friendly kitchens, kitchen gardens, drinking water taps, cow sheds and toilets were also constructed.

Many of the agriculture-based livelihood support efforts were built on and strengthened the traditional income strategies of women. These efforts empowered women to engage in earning through businesses which provided seasonal jobs and employment. Provision of full package support in the activities were also very useful to the women.

The project's socio-technical support to the single women in the documentation process, dealing with engineers and the bank process to receive the reconstruction grant reduced the workload of these women. Women whose husbands had migrated abroad, to Kathmandu or to the Terai were common in all wards of the project districts. The extra work burden/load created by the reconstruction process on these women household heads was significantly reduced with support from the project.

The project's support to some single women who had no citizenship card and land registration certificate was immense by which they were mainstreamed in the reconstruction process. Project support to them to prepare the documents, such as marriage certificates and family relation certificates, facilitated to get red cards in the name of the women. Similarly, the project support in the preparation of land certificates in the name of women resolved major barriers to receive reconstruction grants. For example, Mangali Tamang, an elderly single woman of Indrawati rural municipality had not prepared to request her citizenship certificate until the death

of her husband. Only after project support, she requested a citizenship card and land certificate, making it possible for her to receive the reconstruction grant.

Inclusion of Persons with Disabilities (PWDs)

The project promoted disable-friendly housing reconstruction which enabled PWDs to move comfortably within the houses. The houses of the PWDs were constructed through a disable-friendly housing design. In some of the houses, a row or wall was constructed providing signs to blind people on where to go, including from the door to the toilet. Wheel chair friendly structures were prepared suitable to physically disabled people.

The project promoted livelihood activities to PWDs which required lower mobility, such as bamboo craft. This provided short term job/employment opportunities targeted to PWDs.

Inclusion of Dalits

The project addressed the discrimination against Dalits during the reconstruction. In the reconstruction, they faced shortage of labor/masons because of poverty and untouchability. The project empowered the masons not to discriminate in the selection of houses to be constructed. These barriers were also addressed through the training of Masons from Dalit community. Of the total 525, there were 7% (37) Masons from the Dalit community.

The project's support to modernize the traditional occupation of Dalit households was also beneficial for them. The project provided new equipment and raw material to improve the iron tool-making occupation of blacksmith which enhanced their efficiency to produce more tools in a short time span. Its contribution to reduce dust pollution was also noticeable.

6. Conclusions

The project activities were highly relevant to the priority needs of the key stakeholders. Though NRA objectives were met through the project support, frequent transfer of the NRA engineers had hindered the smooth implementation of reconstruction process for six months. Project activities such as top-up grants, socio-technical support, revolving fund, livelihood activities, and mitigation activities addressed problems faced by the beneficiaries. The project design employed a more holistic humanitarian assistance approach. However, there was limited clarity and understanding among the project staff in the initial months of the project implementation about the model, hence a very limited number of households benefitted from the integrated support.

The project activities were moderately coherent with internal and external activities. The project created some synergies with activities of other projects of UNDP. Although the project generated some additional investment through municipalities, interlinkages with other project interventions of NGO partners were limited. The collaboration with other I/NGOs and private sectors needs to be improved.

The project activities were very effective. The project met very satisfactory achievements against its principal objective. The project has achieved in an average 97.5 % against all of its output targets. Project key activities were effectively delivered on time in appropriate places as per the

needs of the beneficiaries. The project generated some good practices that need to be documented to facilitate its replication in other similar situations.

The project inputs were very efficiently delivered. The small team of the project and NGO partners, as well as the technical and social development expertise, were well organized. The competency of Awas Nirman Sathi (ANS) and Masons were well utilized. On the job training to ANS, Masons and NRA Engineers were well delivered. The project adopted the principle of LNOB and participatory approach for the selection of beneficiaries as well as an integrated approach of service delivery which ensured the effective implementation of the project activities. However, the inclusion of women and Dalits in the local staff was minimal.

This project generated very good impacts. Contribution in the formulation of policy related to DRR will have long-term impacts on the beneficiaries. Safe and resilient house of 2,016 marginalized people were reconstructed. Through the project support, economic and environmental resilience of the vulnerable people was enhanced, a total 525 local human resources (Masons) were developed at ward level, and incomes of the poor were increased. However, the project generated very limited social impacts such as group formation and its networking.

The project results are very sustainable. The project results such as ANS and Masons, DMCs, LDCRMPs, small scale infrastructure, and agriculture-based livelihood businesses will continue without any external support. To sustain the practices of micro insurance, revolving fund and enterprises will require some further support. The project coordination with the municipalities and other institutions resulted in the development of some policies which will support to continue these activities in the future.

The project solved some human right issues of right holders in collaboration with duty bearers. The project protected the right of vulnerable people to appropriate housing, the right of the landless households to land and contributed to protect the right against servitude. In addition, it also contributed in the protection of right to job and employment. However, there were very limited understanding among the staff about how the project interventions contribute to specific human right issues.

Guiding documents for the promotion of GESI were in practice. The project attempted to increase the participation of different categories of excluded and vulnerable people in the decision-making bodies. The promotion of PWDs and gender-friendly housing design was beneficial to these groups. The project attempted to address the barriers faced by the PWDs and Dalits in reconstruction. However, the participation of Dalits and women could have been further increased in all aspects of project interventions.

This evaluation focused on the results generated by the project interventions at the output level, but at the same time the evaluation has assessed the effectiveness of the key activities and their contribution to the outcome and output of the UNDAF/CPD.

Based on these analyses, the conclusion can be done that the project was successful.

Table 8: Ranking of the project results

Evaluation Criteria	Rating /Score	Description of performance
Relevance	1	The project design employed a more holistic humanitarian assistance approach. The project activities such as top-up grants, socio-technical support, revolving fund, livelihood activities, and mitigation activities addressed problems faced by the beneficiaries.
Coherence	3	The project created some synergies with activities of other projects of UNDP. However, the collaboration with other I/NGOs and private sectors could be improved.
Effectiveness	2	The project interventions were highly effective and produced satisfactory achievements with an average 97.5 % progress against all of its output targets. Project key activities were effectively delivered on time to fulfil the needs of the beneficiaries.
Efficiency	2	All the planned activities were implemented with efficient utilization of the project budget.
Impacts	3	Contribution in the formulation of policy related to DRR will have long-term impacts on the beneficiaries. Safe and resilient house of 2,016 marginalized people enhanced economic and environmental resilience of the vulnerable people.
Sustainability	2	The project results such as ANS and Masons, DMCs, LDCRMPs, small scale infrastructure, and agriculture-based livelihood businesses will continue without any external support.
Human rights	3	The project solved some human right issues of right holders in collaboration with duty bearers. However, there were very limited understanding among the staff about how the project interventions contribute to specific human right issues.
Gender and Social Inclusion	3	The project attempted to increase the participation of different categories of excluded and vulnerable people in the decision-making bodies. The project attempted to address the barriers faced by the PWDs and Dalits in reconstruction. However, the participation of Dalits and women could have been further increased in all aspects of project interventions.
Overall	2	

Scale: 1: Highly satisfactory, 2: Satisfactory, 3: Moderately satisfactory, 4: Somehow satisfactory, 5: Not satisfactory

7. Recommendations

Form the above key findings, discussions and the conclusion, following specific recommendations are drawn for future intervention.

- Municipalities should support to those households with priority who could not complete reconstruction on time and help them release of pending installments.
- Future disaster risk management plan of the municipalities needs to include disaster preparedness and response including responding to health crisis such as COVID-19 pandemic
- Existing insurance policy for newly reconstructed houses need to be revisited to allow direct payment of premium by the municipality on behalf of the vulnerable population for the entire policy period.
- Good practices, innovative approaches successfully applied in the project and lesson learnt such as provision of revolving fund, insurance for newly reconstructed houses, model of inclusive and resilient recovery beyond housing, livelihood recovery of landless households should be documented and widely disseminated.
- Many of agriculture-based and non-agriculture-based livelihood recovery activities supported by the project are not mature enough, for which the programme municipalities should commit their future support to the communities.
- For better coherence, NGO partners should keep the space of collaboration with other I/NGOs and private sector actors while developing proposals.
- The project, NGO and NRA staff need further capacity development activities to internalize the GESI perspective.

8. Lessons learned

Following are the key learnings that are generated in the process of evaluation of this project.

- The masons are very competent local human resources trained by the project. In each municipality, there are at least 35 such human resources. The skills of these masons need to be certified by CTEVT (Council for Technical Education and Vocational Training) by which they will get relatively more employment opportunities in different construction sectors and projects.
- This project followed the household model of service delivery, with almost all services delivered to individual households. However, there were also possibilities to deliver livelihood and mitigation support through a group approach, which could have increased social capital of the communities. This, in turn, could have also enhanced the sustainability of the project interventions.
- Participation of non-targeted communities is essential for effective delivery of project interventions to the targeted groups. The model of this project to implement mitigation activities for the wider communities enhanced their ownership to deliver in-kind support, revolving fund and socio-technical support to targeted vulnerable households.
- A more holistic humanitarian assistance approach is essential to address the multi-dimensional needs of vulnerable people. This project model prioritizes reconstruction and other support efforts, such as livelihoods and mitigation activities, addressing the immediate life threatening needs (shelter) as well as establishing a foundation for long-term recovery needs (livelihoods, disaster risk reduction, capacity building) of vulnerable people.

- Development of low-cost technology is an important part of construction of poor people's infrastructure. The GI wire technology developed by the project was a very cost-effective design which was suitable for the rural poor in hilly areas. This design helped saved about 1.5 lakh NPR (USD 1282) per house which was huge amount for the poor households. For the poor, in-kind support instead of cash support mechanism was very effective for the cost-effective utilisation of money. There were some evidence suggesting that the poor people expended the cash grants in unplanned area. For example, some portion of cash grants for goats were expended to purchase food and cloth items. This support mechanism ensured the availability of quality material in sufficient quantity and on time.
- Institutionalization of the results is a prerequisite for its sustainability. The project support to institutionalize the ward level DMCs, LDCRMPs and ward disaster management fund not only sustained these results but was also a very effective process to sustain the DRR activities in the municipalities.
- Multiple support systems to the most marginalised households is a precondition to support them to escape poverty and marginalisation. The project had delivered many possible inputs such as in-kind support, livelihood support, mason training, etc. to individual households, contributing to lifting some of them above the poverty line.
- For generating planned results, the beneficiaries need full package support from the start to the end of project interventions. The project support in market assessments, skill development trainings, provision of equipment, and market linkages in the livelihood activities were important for engaging the entrepreneurs in the business until they derived benefit from it.

Annexes

Annex 1: Terms of Reference

1. Introduction

1.1 Background and context

Since 2011, the Comprehensive Disaster Risk Management Programme (CDRMP) has been part of the Strategic Partnership Framework signed between the Bureau for Crisis Prevention and Recovery (BCPR) and UNDP, and in accordance with the Nepal Risk Reduction Consortium. The CDRMP aims to strengthen the institutional and legislative aspects of Disaster Risk Management (DRM) in Nepal, by building the capacities of Ministry of Home Affairs (MoHA), other ministries, and local governments. The CDRMP also establishes strategic linkages between DRM and development sectors. The programme's interventions in the area of climate risk management, community-based DRM, and emergency preparedness and response will strengthen the overall system of DRM in Nepal. CDRMP integrates gender equality, women's empowerment and social inclusion issues for sustainable DRM.

The 2015 earthquake and its aftershocks had major impacts on the housing stock, where over 800,000 houses fully collapsed and about 250,000 were partially damaged across 31 affected districts. In Sindhupalchowk, 109,000 houses and in Dolakha 59,700 houses fully collapsed. Low-strength masonry houses comprised the majority of the fully damaged houses (95%) illustrating the predominance of this construction typology. Reconstruction through the owner driven process was seen as a vehicle for building long-term community resilience by reducing vulnerabilities and strengthening local capacities.

Reconstruction activities are underway, however, there are risks of further marginalization of the poorest households in reconstruction. Existing economic vulnerability of the rural poor is exacerbated by limited access to finance and construction materials necessary for basic levels of building reconstruction that is pre-requisite to receive government grants. Female-headed households, elderly house owners, persons with disabilities, among others have limited income generation opportunities or physical capacity to engage in productive activities without support from others. Financing through informal sector with high lending interest rates worsens their financial status, potentially increasing their economic vulnerability. The poorest households face multiple natural hazards that undermine their wellbeing over the long term. The ongoing COVID-19 outbreak will exacerbate these economic vulnerabilities.

Post-earthquake reconstruction also offers an opportunity to ingrain build back better (BBB) of houses, communities and societies by integrating risk reduction and mitigation of multiple hazards. This seeks to ensure that reconstruction efforts and living standards of affected communities are not derailed by other disasters due to them remaining highly vulnerable and exposed to for example landslides, floods, fires, and lightning.

With funding support from European Union (EU), UNDP under CDRMP started the project entitled 'Resilient Reconstruction through Building Back Better focused on the most vulnerable communities in districts most severely affected by 2015 Earthquake', starting from January 2018. The project is implemented in 15 Wards of Sindhupalchowk and Dolakha districts with specific focus on the most poor and vulnerable households to capacitate them to understand reconstruction in sustainable manner through socio-technical and livelihood enhancement support and the municipal stakeholders to undertake risk-informed planning processes, integrating reconstruction and DRM plans. Economic recovery and livelihood supports were also provided to affected beneficiaries to lessen the severe impact of the COVID-19.

The project has four outputs in the areas of: reconstruction of disaster resilient houses; empowering the communities with self-determined resilient recovery plan and risk management for future disasters; resilient livelihood opportunities; and creating enabling environment for inclusive, affordable and people-centered reconstruction policies and action. The outputs and indicators of the project are given in the table below:

Table 1: Project Outputs and Indicators

SN	Outputs	Indicators (with targets)	Progress
5.	The poor and vulnerable households reconstruct disaster resilient houses	80 % reduction in the number of affected people (experienced, expected or modelled)	
6.	Earthquake-affected communities are empowered with self-determined resilient recovery plan and risk management for future disasters.	20 % of Households benefited from small-scale disaster risk reduction/mitigation activities.	
7.	The most poor and vulnerable earthquake-affected households have resilient livelihood opportunities.	921 Households will have additional livelihood or business activities	
8.	Enabling environment created for inclusive, affordable and people-centred reconstruction policies and actions.	2 Number of policy notes prepared that achieve the change/ improvement to address existing challenges or reflect good practices for the reconstruction program catering to the poorest.	

1.2 Project Location, Beneficiaries, Duration and Budget:

The project has been implemented in two wards of Chautara-Sangachokgadi Municipality and in six wards of Indrawati Rural Municipality in Sindhupalchowk district and in two wards of Bhimeshwor Municipality and five wards of Shailung Rural Municipality in Dolakha district.

A total of 11,052 households/families affected by the 2015 earthquakes in these wards were the beneficiaries of the project. However, the number of beneficiaries vary between the different outputs. The breakdown of beneficiaries by activity is as follows: Reconstruction grantees: 300 households; revolving fund support: 222 households; socio-technical support through Awas Nirman Sathis (ANS): 1,995 households; masons/NRA Engineers trainings: 825; DRM Plans: 11,052 households; small-scale disaster risk mitigation measures: 18,200 people; and livelihood enhancement support: 921 households.

The project commenced in January 2018 with an end date of December 2019. Later, the project was extended no-cost until the 31 May 2020. Thus, the total duration of the project was 29 months, between January 2018 - May 2020. The total approved budget for the project was USD 1,436,079.14. As the project comes to an end on 31 May 2020, UNDP is planning to commission a final evaluation to identify and document achievements of project outputs, challenges, lessons learned and best practices. The findings of the final evaluation will provide guidance for the way forward for future course of action. Thus, the final evaluation report is expected to include specific recommendations for future interventions.

The project information is summarized in the below table.

Project/outcome Information	
Project/outcome title	Comprehensive Disaster Risk Management Programme (CDRMP)
Atlas ID	88413
Corporate outcome and output	UNDAF/CPD outcome 3: By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and natural disaster are strengthened at all levels <i>CPD Output 3.5: Improved capacities of communities and government for resilient recovery and reconstruction.</i>
Country	Nepal
Region	Asia Pacific
Date project document signed	26-06-2018

Project dates	Start	Planned end
	01-01-2018	31-05-2020
Project budget	US \$ 1,436,079.14	
Project expenditure at the time of evaluation		
Funding source	European Commission Directorate-General for European Civil Protection and Humanitarian Aid (EU Humanitarian Aid)	
Implementing party	UNDP Nepal	

1.3 Project implementation approach

Implementation Approach:

At federal level, the project works closely with MoHA, the National Reconstruction Authority (NRA), and EU Humanitarian Aid’s country portfolio in Nepal.

At the district level, the project activities are being implemented in close coordination with local governments (Wards and Rural/Urban municipality offices), District Disaster Relief Committees (DDRCs) chaired by Chief District Officer (CDO), District Coordination Committees (DCCs – earlier DDC), NRAs district units, DUDBC's district units and other stakeholders supporting the overall reconstruction process in the districts.

Human Resource Mobilization: Overall management of the EU funded project falls under CDRMP and apart from CDRMP's regular staff, there is a dedicated project team at the central level (Project Coordinator, Senior Communication Assistant and Admin/Finance Assistant) and district teams (one team comprising of District Project Officer, District Engineer, Senior Social Worker and Data-base & Reporting Assistant) in each of the two districts. The district teams are mainly responsible for effective and efficient implementation of project activities in close coordination with the district level stakeholders. The district teams in each district are supported through a team of Community Development Workers, Engineers, Sub-Engineers, Awas Nirman Saathi- trained masons and Community Mobilizers for delivering the project outputs. In order to better manage the local staff in the field, CDRMP partnered with the two local NGOs in each district namely SUK-Nepal and Janahit Gramin Sewa Samittee in Sindhupalchowk and Rural Enterprise Development Centre and Human Rights Awareness and Development Centre in Dolakha. The main responsibility of these NGOs is to effectively manage the field staff and supporting implementation of the project activities.

2. Objectives of the evaluation:

The purpose of this final evaluation is to assess the results of the project in the four output areas. The final evaluation should assess the implementation approaches, progress made, and challenges encountered, identify and document the lessons learnt and good practices, and make specific recommendations for future course of actions.

The specific objectives are:

- To assess the usefulness of the provision of reconstruction grants tied up with socio-technical support provided by the project, the effectiveness of Resilience/Revolving fund support provided to enable the house-owners to complete their house construction and ultimately utilization of this fund in small scale disaster risk mitigation measures
- To assess the capacity of the trained artisans (masons/carpenters) and NRA Engineers on enhancement of their skills and knowledge on housing technologies have proper skills on the rural housing technologies (hazard resistance, cost effectiveness, replicability, use of local materials, and participation of the house owners) and are supporting reconstruction in the districts, and beneficiaries in project areas have better understanding and awareness for constructing safer houses.
- To assess the formulation process and effectiveness of the DRM plan and enhancement of community's capacity to respond immediately after occurrence of future disasters.
- To assess the effectiveness of the livelihood enhancement support provided to the poorest and most vulnerable households affected by the earthquake, to enhance their livelihoods and support in paying back the loans taken for housing reconstruction.
- To assess the effectiveness of the livelihood support provided to vulnerable people to respond to the impact of COVID-19.
- To assess engagement of the municipal and ward stakeholders in the project, and their understanding, including financial and other commitment for sustainability of activities
- To assess the effectiveness of the action taken for creating enabling policy environment for inclusive, affordable, people centred reconstruction policies and action.

Scope of Work:

The final evaluation should look into the relevance, effectiveness, efficiency and sustainability of the support provided by the project. In addition, the evaluation should indicate if the produced results are in the right direction towards facilitating the reconstruction effort of the Government of Nepal/NRA in the project areas. Particularly, the evaluation should cover at least the following areas.

- Relevance of the project: review the progress against its purpose, objectives, outputs and indicators, as per the project documents and its components, such as the Theory of Change, Results and Resources Framework, M&E framework, and ascertain whether assumptions and risks remain valid;

- Effectiveness and efficiency of implementation approaches: review project’s technical as well as operational approaches and deliverables, quality of results and their impact, alignment with national priorities and responding to the needs of the stakeholders;
- Review the project’s approaches, in general and with regards to mainstreaming of gender equality and social inclusion, with particular focus on women and 55marginalized groups;
- Review and assess the risks and opportunities (in terms of resource mobilization, synergy and areas of interventions) related to future interventions;
- Review external factors beyond the control of the project that have affected it negatively or positively;
- Review planning, management and quality assurance mechanisms for the delivery of the project interventions;
- Review coordination and communication processes and mechanisms with the stakeholders;

3. Evaluation Criteria and guiding questions

The evaluation will follow the four OECD-DAC evaluation criteria - Relevance, Effectiveness, Efficiency, and Sustainability. Human Rights and Gender Equality will be added as cross-cutting criteria. The guiding questions outlined below should be further refined by the consultant and agreed with UNDP.

Criteria	Evaluation Questions
Relevance	How relevant were the overall design and approaches of the project?
	To what extent the project was able to address the needs of the target groups in the changed context?
	To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent? Does the project contribute to the outcome and output of the CPD?
	Did the results contribute in facilitating the reconstruction efforts of the NRA in the project areas?
	To what extent has the project been able to adapt to the needs of the different target groups in terms of creating enable environment for inclusive, affordable and people-centered reconstruction policies and actions?
Coherence	To what extend the intervention addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution
	To what extend the intervention consistence with the relevant international norms and standards to which that institution adheres.
	To what extend the interventions consistency with the intervention with other actors’ interventions in the same context.
Effectiveness	To what extent the project activities were delivered effectively in terms of quality, quantity and timing?

	What factors have contributed to achieving or not achieving the intended outputs?
	What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation?
	How effective has the project been in enhancing the capacity of the communities and local governments to create enabling environment for inclusive disaster risk management?
	To what extent the project interventions like Revolving Fund and in-kind support were effective?
	To what extent the immediate livelihood support provided to respond to the impact of COVID-19 were effective?
Efficiency	How efficiently were the resources including human, material and financial resources used to achieve the above results in a timely manner?
	To what extent was the existing project management structure appropriate and efficient in generating the expected results?
	To what extent has the project implementation strategy and its execution been efficient and cost-effective?
Sustainability	To what extent did the project interventions contribute towards sustaining the results achieved by the project?
	What are the plans or approaches of the local authorities/DRM committees to ensure that the initiatives will be continued after the project ends?
	What could be potential new areas of work and innovative measures for sustaining the results?
	To what extent have lessons learned been documented by the project on a continual basis to inform the project for needful change?
	What could be done to strengthen exit strategies and sustainability of the project?
Impacts	To what extent the project initiatives indicate that intended impact will be achieved in the future?
Human Right	To what extent have Dalit, ethnic minorities, physically challenged, women and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact?
Gender Equality and Social Inclusion	To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through technology transfer, reconstruction action, planning and training?
	To what extent has the project promoted positive changes of women and marginalised group? Were there any unintended effects?

4. Methodology:

The evaluation methods provided here are indicative only. The consultant should review the methodology and propose the final methods and data collection tools as part of the inception report. The methods and tools should adequately address the issues of gender equality and social inclusion.

The evaluation should include a mix of qualitative and quantitative processes and methodologies. The evaluator must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, project team, UNDP Country Office and other key stakeholders, including project participants. Therefore, the evaluator will work closely with the UNDP Country Office team to undertake the evaluation adopting at least the following methods:

- Document review: review of project document/proposals, project's interim progress report, project modification document, progress reports, other relevant documents.
- Consultations with UNDP/CDRMP programme staff, officials of NRA, local authorities (Municipalities, Rural Municipalities, Wards) of the project areas, district units of NRA in Sindhupalchowk and Dolakha, DAOs and DCCs as per the need.
- Field observations, interactions (structured, semi-structured) and consultations with the beneficiaries (Reconstruction grantees, revolving fund supported households, and livelihood supported house-owners), Disaster Risk Management Committees
- Briefing and debriefing sessions with UNDP and Project team as well as with other partners will be organised. The evaluator should ensure triangulation of the various data sources to maximize the validity and reliability of data.

The process/steps mentioned above should ensure that the most appropriate and relevant data are gathered for the above-mentioned objectives. Based on the analysis and findings, the recommendations should be provided for future direction of the initiatives.

The consultant will have to submit the final full report in English. The structure and content of the report should meet the requirements of the UNDP Evaluation Guideline.

The final methodological approach including interview schedule, field visits, evaluation matrix and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed with UNDP. The evaluator should select the respondents using an appropriate sampling technique. While selecting the respondents, the evaluator should ensure gender balance.

9. Expected Deliverables

The evaluator should submit the following deliverables:

- Inception report detailing the reviewer’s understanding of what is being evaluated, why it is being evaluated, and how (methodology) it will be evaluated. The inception report should also include a proposed schedule of tasks, evaluation tools, activities and deliverables.
- Evaluation matrix that includes key criteria, indicators and questions to capture and assess them.
- Evaluation debriefing- immediately after completion of data collection, the evaluator should provide preliminary debriefing and findings to the UNDP/Project team.
- Draft Evaluation report for review and comments.
- Evaluation Audit Trail – The comments on the draft report and changes by the evaluator in response to them should be retained by the consultant team to show how they have addressed comments.
- Final report within stipulated timeline with sufficient detail and quality by incorporating feedback from the concerned parties.
- An exit presentation on findings and recommendations

6. Team composition and required competencies

The evaluation will be carried out through a national consultant. The person involved in any way in the design, management or implementation or advising any aspect of the intervention that is the subject of the evaluation will not be qualified. The evaluator will be selected by UNDP CO.

Duty Station: UNDP/CDRMP Office with required field visits to project implementation sites. It will be home base in case the lockdown continues.

Working days: 20

Major roles and responsibilities:

The national consultant will be responsible for conducting the final evaluation of the above-mentioned project. He/She will be solely responsible to complete all the steps and produce the deliverables as mentioned above. Specifically, the national consultant will have the following roles and responsibilities:

- Gathering and review of relevant documents
- Finalizing and designing the methodologies and data collection instruments

- Prepare inception report, evaluation matrix including the evaluation questions, data collection instruments, etc.
- Conduct field visits in selected communities and conduct interviews with the selected target groups, partners and stakeholders
- Facilitate stakeholders' discussion and focus groups to collect, collate and synthesize information
- Analyse the data and prepare a draft evaluation report in the prescribed format
- Incorporate the feedback and finalize the evaluation report

Qualification and Competencies:

At least Master's degrees in Rural Development, Sociology, Engineering or any other relevant subjects;

- At least 7 years of demonstrated work experience in the field of project implementation, monitoring and/or project design in development sectors;
- Demonstrated experience of conducting similar evaluations of development projects related to DRR/reconstruction/EQ safety or related areas;
- Adequate knowledge on gender equality and human rights issues;
- Strong analytical and report writing skills;
- Excellent command in different data collection methods including FGDs, KIIs and Social Surveys.

7. Evaluation Ethics

“This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultants must safeguard the rights and confidentiality of information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.”

Consultants will be held to the highest ethical standards and are required to sign a Code of Conduct upon acceptance of the assignment.

8. Implementation arrangements

The principal responsibility for managing this MTR resides with the UNDP CO in Nepal. The UNDP CO will contract the consultant and ensure the timely provision of logistic arrangements within

the country for the evaluator. The RBM Analyst/Evaluation Manager will assure smooth, quality and independent implementation of the evaluation with needful guidance from UNDP’s Senior Management.

The Project team will be responsible for providing required information, furnishing documents for evaluation to the consultant. They will also be responsible for the logistic arrangements of the evaluation, for setting up stakeholder interviews, arranging field visits, coordinating with the Government etc.

Key relevant project documents mentioned in Annex 12.1 will be provided to the consultant after signing the contract. The consultant should review the relevant documents and share the draft inception report before the commencement of the field mission. The consultant should revise the methodology, data collection tools and evaluation questions. The final methodology and instruments should be proposed in the inception report including the evaluation schedule and evaluation matrix which guides the overall implementation of the evaluation.

The consultant will be briefed by UNDP upon arrival on the objectives, purpose and output of the evaluation. An oral debriefing by the consultant on the proposed work plan and methodology will be done and approved prior to the commencement of the evaluation process.

The evaluation will remain fully independent.

The consultant directly reports to the Evaluation Manager of UNDP during the implementation of the evaluation. The final report will be signed off by Deputy Resident Representative of UNDP CO.

9. Timeframe

The duration of the evaluation will be maximum 20 days spread in the month of June-August 2020. The tentative schedule will be the following:

Planned Activities	Tentative Days	Remarks
Desk review and preparation of design (home based)	2 days	
Finalizing design, methods & inception report and sharing with reference group for feedback	3 days	
Stakeholders meetings and interviews in Field and Kathmandu (Virtual and/or field base)	8 days	
Analysis, preparation of draft report shares for review	4 days	
Finalize and submit final report	3 days	
Total	20 days	

10. Use of Evaluation Results

The findings of the evaluation will be used to analyze the lessons learned and way forward for future course of actions. Therefore, the evaluation report should provide critical findings and specific recommendations for future interventions.

11. Application submission process and criteria for selection

It will be mentioned in Individual Consultant selection criteria.

12. Annexes

(i) Relevant Documents: Project Document (both first phase and second phase), Prodoc, Annual Work Plans, Periodic Progress Report, Financial Reports, Knowledge products etc.

(ii) List of key agencies, stakeholders and partners for review

UNDP & Development Partner

- UNDP Policy Advisor, DRR and Resilience Portfolio
- Programme Officer, European Commission, Directorate-General for European Civil Protection and Humanitarian Aid Operations-Nepal
- CDRMP Project Manager and other relevant Project staffs as needed

Stakeholders:

- Official of NRA
- Official from MoHA/NDRRMA
- Local governments
- District Unit of NRA Local DRR Management Committee
- Any other relevant stakeholders

(iii) Inception Report Contents Outline

(iv) Evaluation matrix

(v) Format of the evaluation report

(vi) Evaluation Audit Trial Form

(vii) Code of Conduct

Annex 2: Evaluation matrix

Evaluation Criteria	Key Evaluation Questions	Sub-questions	Indicators	Source of data	Tools
Relevance	How relevant were the overall design and approaches of the project?	<ul style="list-style-type: none"> • Are the project log-frame linked with GON reconstruction policies? • 	<ul style="list-style-type: none"> • Sendai framework • Reconstruction Act • Reconstruction policy 	Project document NRA UNDP/CBDRMP	Desk review Interview
	To what extent the project was able to address the needs of the target groups in the changed context?	<ul style="list-style-type: none"> • Are the project activities linked with the target groups problems and priority? 	<ul style="list-style-type: none"> • Problem and needs analysis 	Project documents District project team	Desk Review Consultation meeting
	To what extent are the objectives of the project design (inputs, activities, outputs and their indicators) and its theory of change logical and coherent? Does the project contribute to the outcome and output of the CPD?	<ul style="list-style-type: none"> • Are the project result matrix and its interventions fit with the reconstruction concept? • How does the project address resilient recovery and reconstruction outcome and outputs of UNDAF CDP? 	<ul style="list-style-type: none"> • Causal chain relationship. of project goal, outcome, output, activities and inputs • Capacity development 	Project log-frame Project monthly and final report UNDP country office	Desk Review Interview Interview
	Did the results contribute in facilitating the reconstruction efforts of the NRA in the project areas?	<ul style="list-style-type: none"> • How did the reconstruction grant and revolving fund support? • How the project human resources support in cost effective and disaster resilient house reconstruction? 	<ul style="list-style-type: none"> • Model of houses • Skill human resource • In kind support • Insurance 	Reconstruction policy documents ANS, Mason, engineers NRA (center and district chapters)	Desk review Interview
	To what extent has the project been able to adapt to the needs of the different target groups in terms of creating enable environment for inclusive, affordable and people-	<ul style="list-style-type: none"> • How does the project select its beneficiaries? Who involve on it? • What are the targeting approaches and process of the project? • How does the project identify and prioritize the project inputs? 	<ul style="list-style-type: none"> • Guideline and process for: Reconstruction grant, resilience fund, livelihood support, mitigation activities, training, 	Guideline and process document Beneficiaries, Mason and carpenter Line agencies	Interview Desk review FGD

	centered reconstruction policies and actions?				
Coherence	To what extent the intervention addresses the synergies and interlinkages between the intervention and other interventions carried out by the same institution	<ul style="list-style-type: none"> • What types of similar kinds of project with the CDRMP/UNDP have in the project area? • What the project did for the synergy and collaboration in the area? 	<ul style="list-style-type: none"> • Coordination mechanisms • Joint activities • Joint funding 	Project staff NGO partners UNDP country office NRA	Interview Interview Interview
	To what extent the intervention consistence with the relevant international norms and standards to which that institution adheres.	<ul style="list-style-type: none"> • What are the relevant international norms and standard for the project? • Are the project outputs and activities linked with international commitment? 	<ul style="list-style-type: none"> • Sendai framework • SDG • Paris Agreement 	Project documents District project team	Desk Review Consultation meeting
	To what extent the interventions consistency with the intervention with other actors' interventions in the same context.	<ul style="list-style-type: none"> • What are the coordination mechanisms with other actors? • How much have the project done collaborative activities and synergies 	<ul style="list-style-type: none"> • Coordination mechanisms • Joint activities • Joint funding 	Project staff NGO partners UNDP country office NRA	Interview Interview Interview
Effectiveness	To what extent the project activities were delivered effectively in terms of quality, quantity and timing?	<ul style="list-style-type: none"> • What is achievement against project log frame • What are the areas of interventions of more and less progress? 	<ul style="list-style-type: none"> • Achievement against log-frame indicators • Progress against key planned activities 	Project monthly and final report	Document review Interview
	What factors have contributed to achieving or not achieving the intended outputs?	<ul style="list-style-type: none"> • What is the project/NGO staff partner structure and working mechanisms? • What were key external factors most affected positively and negatively to the project? 	<ul style="list-style-type: none"> • Budget, human resource, time, • Working with ministries and parliament committee 	Meeting minutes Project report Joint monitoring report	Consultative meeting Interview
	What were the lessons and how were feedback/learning	<ul style="list-style-type: none"> • What are the innovations and good practices of the project interventions? 	<ul style="list-style-type: none"> • No of good practices • Number of failure cases 	Project staff NGO partners	Interview Interview

	incorporated in the subsequent process of planning and implementation?	<ul style="list-style-type: none"> • What are the failure cases in the project interventions? • What were the factors of innovations and failure? • What are the mechanisms of replication and scale up 	<ul style="list-style-type: none"> • Documents of cases • Replicated cases 	Municipality UNDP country office NRA	Interview Interview
	How effective has the project been in enhancing the capacity of the communities and local governments to create enabling environment for inclusive disaster risk management?	<ul style="list-style-type: none"> • What types of capacity development activities conducted for communities, how? • What types of capacity development activities conducted for municipalities, NGO partners, how? 	<ul style="list-style-type: none"> • Socio-technical support, training • Support in municipality planning and budgeting process • WRC to DMC 	Beneficiaries ANS, Mason Municipality DM section Line agencies Municipality budget and plan, DRMP	FGD Interview Desk review
	To what extent the project interventions like Revolving Fund and in-kind support were effective?	<ul style="list-style-type: none"> • Whether revolving fund support address the need and priority of beneficiaries? • What are the processes of reconstruction grant in-kind support? 	<ul style="list-style-type: none"> • Time, payback period, amount, interest rate of fund • Place, quality, time, sufficiency, receiver of in-kind support 	Project staff NGO partners Beneficiaries	Interview Interview FGD
	To what extent the immediate livelihood support provided to respond to the impact of COVID-19 were effective?	<ul style="list-style-type: none"> • What types of supports provided to COVID 19 risk groups? • How the livelihood support contribute in the COVID 19 risk reduction?? 	<ul style="list-style-type: none"> • Awareness-early warning • preparedness • Recovery-food 	Project staff NGO partners Line agencies Beneficiaries	Interview Interview FGD
Efficiency	How efficiently were the resources including human, material and financial resources used to achieve the above results in a timely manner?	<ul style="list-style-type: none"> • How human resource skill match with the demand of the beneficiaries? • What is the pattern of budget expenditure? 	<ul style="list-style-type: none"> • Human resource and their skills • Staff mobility plan • Budget plan vs expenditure 	Project staff NGO partners Beneficiaries Financial progress	Interview Interview FGD Desk review
	To what extent was the existing project management structure	<ul style="list-style-type: none"> • Project and partner staff structure, communication mechanism 	<ul style="list-style-type: none"> • Staff role/TOR • Reporting mechanisms 	Project staff NGO partners	Interview Interview

	appropriate and efficient in generating the expected results?	<ul style="list-style-type: none"> Decision making body (coordination committee) 	<ul style="list-style-type: none"> Decision making process 		
	To what extent has the project implementation strategy and its execution been efficient and cost-effective?	<ul style="list-style-type: none"> Planning and budgeting process Review process/mechanisms Collaboration and coordination 	<ul style="list-style-type: none"> Review workshop proceedings Collaborative activities 	Project staff NGO partners	Interview Interview
Sustainability	To what extent did the project interventions contribute towards sustaining the results achieved by the project?	<ul style="list-style-type: none"> Has the project documented the most result-oriented activities that need to be continued? Has the municipalities and NGO partners prepared any policies to sustain the activities? Has the municipalities and NGO partners any types of structures (committee, fund, coordination mechanisms, governance) to sustain the result-oriented interventions? 	<ul style="list-style-type: none"> Resilience fund DM committee Municipal policy and guidelines Change documentations Leverages and synergy 	Project staff NGO partners Municipality NRA	Interview
	What are the plans or approaches of the local authorities/DRM committees to ensure that the initiatives will be continued after the project ends?	<ul style="list-style-type: none"> Has the municipalities, ward/partner made any strategy/plan/decisions that will continue the activities after the project? Have the municipalities, ward/partner allocated budget, human resource and monitoring the of the initiatives? 	<ul style="list-style-type: none"> DRM plan CBDRM committee Decisions (municipal council, meeting) Budget Human resource CBDRM-BBB framework 	Municipality NRA (center and district chapter)	Interview
	What could be potential new areas of work and innovative measures for sustaining the results?	<ul style="list-style-type: none"> What the municipalities and NGO partners do that enhance the sustainability of the result? What types of structures will need at district and local level? 	<ul style="list-style-type: none"> Municipal policy and guidelines Leverages and synergy 	Project staff NGO partners Municipality NRA	Interview

	To what extent have lessons learned been documented by the project on a continual basis to inform the project for needful change?	<ul style="list-style-type: none"> • What kinds of best practices documented so far at municipal, district and central level? • How the best practices shared at municipal, district and center ? 	Best practice documents Sharing forum meeting minutes/proceedings	Project staff NGO partners Municipality NRA CBDRMP	Desk review Interview
	What could be done to strengthen exit strategies and sustainability of the project?	<ul style="list-style-type: none"> • How the NGO partners can support continuously to the beneficiaries in future? • How the skilled human resources can be linked with the labor market? • How the DM committee, CBDRM committee, CBDRM-BBB framework, DRMP, revolving fund continue? 	<ul style="list-style-type: none"> • NGO policy and priority • Resilience fund • DM committee • Artisan, ANS • Micro-insurance • Livelihood activities • CBDRM-BBB 	Beneficiaries Project staff NGO partners Municipality Mason/ANS	FGD Desk review Interview
Impacts	To what extent the project initiatives indicate that intended impact will be achieved in the future?	<ul style="list-style-type: none"> • Has the project generated any positive and negative social, economic and environmental effects to the beneficiaries? • Has the project accommodated the negative impacts through change in resource allocation? 	<ul style="list-style-type: none"> • Income • Job/employment • Social relation • Disaster recovery/mitigation • Empowerment 	Beneficiaries Project staff NGO partners Municipality Mason/ANS Line agencies	FGD Desk review Interview
Human Right	To what extent have Dalit, ethnic minorities, physically challenged, women and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact?	<ul style="list-style-type: none"> • Has the project considered human right issues while managing the project? • How the project advocates the issues of right holder with duty bearers? • Are there cases that protected the right of the right holders? And their impacts? 	<ul style="list-style-type: none"> • Right to information • right to safe home, • Protection and safeguarding, • Child labor, debt trap, right to job and employment, • grievance settlement 	Beneficiaries Progress report Project staff NGO partners Municipality	FGD Desk review Interview
Gender Equality and	To what extent the project approach was effective in	<ul style="list-style-type: none"> • Are the participation of women and marginalized groups in 	<ul style="list-style-type: none"> • Beneficiaries list 	Beneficiaries Progress report	FGD

Social Inclusion	promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through technology transfer, reconstruction action, planning and training?	<p>beneficiaries, planning, decision making and monitoring the programme meaningful?</p> <ul style="list-style-type: none"> • Are there any barriers to women and excluded groups in their participation? What types? • How the project addresses the barriers to women and excluded groups in their participation? 	<ul style="list-style-type: none"> • Participation decision making body/training • Citizenship • Land ownership • Male out migration 	Project staff NGO partners	Desk review Interview
	To what extent has the project promoted positive changes of women and marginalised group? Were there any unintended effects?	<ul style="list-style-type: none"> • Are there intended and unintended significant positive change on lives of women? In what area? • Are there intended and unintended significant positive change on the lives of marginalized groups? In what area? 	<ul style="list-style-type: none"> • Gender work division • Economic, social and environmental effect • Capacity 	Beneficiaries Case studies Project staff NGO partners UNDP country office	FGD Desk review Interview

Annex 3: Data Collection Instruments

Interview questionnaire of consultation Meeting: District project team

- Is the project staff structure suit with the need and demands of the partners and beneficiaries?
- How you make the district plan, budget, implementation and monitoring plan? Who participate in the process? Have you DIP, monitoring plan? Do you conduct joint monitoring?
- How much does the project activities address and solve beneficiaries' problems?
- How you select beneficiaries (grant, fund, livelihoods, mitigation)? have you used any guideline of targeting methods? Who involve in the selection? Where the marginal groups participate?
- How you say the constructed house are cost effective? Technology? Cost?
- How you say the constructed house are disaster resilient?
- How did the reconstruction grant and revolving fund support in NRA reconstruction grant?
- What is the process of receiving reconstruction grant and revolving fund? Who manage?
- How the project human resources support in house reconstruction-grant?
- What types of support you provided in resilient livelihood? Types of activities, process, collaboration, training, material support, market linkages?
- Have done collaborative activities with INGOs, private sectors, line agencies? What area? Leveraging?
- What are the areas of output of more and less progress? Why-external and internal factors?
- Are there any good practices/failure of the project interventions? What, how and why?
- Are any best practices replicated elsewhere? What was the mechanisms of replication and scale up?
- What types of capacity development activities conducted for communities, technical team, CDW, municipalities? training modules, days, place, resource persons, follow up?
- What types of supports provided to COVID 19 risk groups? Whether these supports address the need and priority of stakeholders, how?
- Has the municipalities and NGO partners formed any types of structures (committee, fund, coordination mechanisms, governance) to sustain the result-oriented interventions?
- How the skilled human resources (ANS, mason, engineers) can be linked with the labor market?
- How the resilience fund will continue in the future?
- How the DM committee, CBDRM committee, CBDRM-BBB framework, DRMP continue?
- Has the project generated any positive and negative social, economic and environmental effects to the beneficiaries?
- Has the project accommodated the negative impacts through change in project log-frame, activities and budget?
- Has the project addressed the human right issues while managing the project?
- How the project advocates the issues of right holder with duty bearers?
- Are there cases that protected the right of the right holders? And their impacts?
- Are the participation of women and marginalized groups in beneficiaries, planning, decision making and monitoring the programme meaningful?
- Are there any barriers to women and excluded groups in their participation? What types?
- How the project addresses the barriers to women and excluded groups in their participation?
- Are there intended and unintended significant positive change on lives of women? In what area?
- Are there intended and unintended significant positive change on the lives of marginalized groups? In what area?

Interview questionnaire of consultation Meeting: District NGO partners

- How many the project staff are in the district? What is the role, working process and task allocation?
- How you select beneficiaries (grant, fund, mitigation)? have you used any guideline of targeting methods? Who involve in the selection? Where the marginal groups participate?
- How ANS/mason/engineers provide service to beneficiaries (reconstruction grant, revolving fund, mitigation activities, livelihood support beneficiaries, WRC-WDMC, CDRMC, ward, municipalities)? Frequency, quality, time, technical capacity,
- What kinds of social and technical support you provide? Time, place, sufficiency, etc?
- How you say the constructed house are cost effective? Technology? Cost?
- How you say the constructed house are disaster resilient? Technology? DRMP, CDRMP-BBB linkages? Micro insurance?
- How you support in the process of DRMP, CDRMP, CDRMP-BBB framework? How you support to implement these plans? Why these are important document? Disaster preparedness, recovery, etc
- How you select beneficiaries and activities for livelihoods activities?
- What types of support you provided in resilient livelihood? Types of activities, process, collaboration, training, material support, market linkages?
- How you do work with municipalities? Advocacy, budget and plan, policy change? Are there case of policy changes in the municipalities?
- Have done collaborative activities with other NGOs, private sectors-bank, insurance company, suppliers, line agencies? What area? Leveraging?
- What are the areas of output wise more and less progress? Why-external and internal factors?
- Are there any good practices/failure of the project interventions? What, how and why?
- Are any best practices replicated elsewhere? What was the mechanisms of replication and scale up?
- What types of supports provided to COVID 19 risk groups? Whether these supports address the need and priority of stakeholders, how?
- Has the NGO documented the most result-oriented activities that need to be continued?
- Has your NGO prepared any policies/plan/structure/strategy/decision/budget/HR to continue the project activities without project support?
- Will the skilled human resources will provide continue support without project. How?
- Is the resilience fund will continue in the future? How?
- Are the DRMP, CDRMP-BBB framework will continue? How?
- Will the DMC, CDRMC, WDRMC will continuously work? How?
- Has the project generated any positive and negative social, economic and environmental effects to the beneficiaries? How does the project address the negative effect, if any?
- Has the project addressed the human right issues while managing the project?
- How the project advocates the issues of right holder with duty bearers?
- Are there cases that protected the right of the right holders? And their impacts?
- Are the participation of women and marginalized groups in beneficiaries, planning, decision making and monitoring the programme meaningful?
- Are there any barriers to women and excluded groups in their participation? What types?
- How the project addresses the barriers to women and excluded groups in their participation?
- Are there intended and unintended significant positive change on lives of women and marginalized groups? In what area?

Interview questionnaire of consultation Meeting: Municipalities (ward office, DMC)

- What kinds of support provided by the project/NGOs to the municipalities?
- What kinds of collaborative work have the municipalities done with the project? Leveraging.
- What the project provided support to DMC, CBDRMC, WDRMC? will they function without project support? How?
- What are the supports provided by the project in DRMP, CBDRMP-BBB framework process? Will they continue without project support? How?
- Are there pertinent advocacy cases raised by the project changed in the policy of the municipalities? What they are? Are the decided and documented?

Key Informant Interview questionnaire: CBDRMP/UNDP country office

- How does the project contribute in UNDAF CDP outcome and outputs?
- Are the project log-frame linked with GON reconstruction policies?
- How does the project contribute to government reconstruction policies?
- What are the good practices of the project interventions?
- What are the failure cases in the project interventions?
- What were the factors of innovations and failure?
- What are the mechanisms of replication and scale up?
- What are the intended and unintended positive change on women and marginalized groups?

Key Informant Interview questionnaire: NRA (central and district)

- How the project design/activities linked with GON reconstruction policies
- How does the project reconstruction grant and revolving fund enhance in the distribution of NRA reconstruction grant among the marginal community?
- What was the working relations between NRA engineers and project technical team?
- How does the project supported to develop the capacity of NRA?
- Have the ANS/mason quality technical capacity? Training,
- Is the reconstructed house are cost effective and disaster resilient? how?
- What are the good practices of the project interventions?
- What are the failure cases in the project interventions?
- What were the factors of innovations and failure?
- What types of initiatives that the NRA done to continue the interventions after the project?
- What will be potential activities that enhance the sustainability of the project result?

Key Informant Interview questionnaire: Government partners (veterinary, agriculture, DCSI)

- What types of livelihood activities done in collaboration?
- What types of skill development activities conducted for livelihood beneficiaries, how? Duration, place, pre-training assessment,
- Were there mechanisms of post skill training support? Business plan, grants, equipment, market linkages

- What is the rate of success and failure of post training enterprise establishment? What were the barriers? How you solve these?
- Have you linked with bank, market and other agencies?
- Are there examples of enterprise that generated jobs/employment, good income and removing debt trap?
- How these livelihood support contribute in the COVID 19 risk reduction? Awareness, preparedness, recovery, etc

Key Informant Interview questionnaire: Artisans (ANS, Mason, Carpenter)

- How you selected for the training and work? Pre- training assessment
- What types of skill development activities conducted for you, how? Duration, time, place, practical? Was it sufficient? Follow up
- Were there mechanisms of post skill training support? Business plan, grants, equipment, market linkages
- What kinds of support you provide to the beneficiaries?
- How you say the constructed house are cost effective? Technology? Cost?
- How you support to prepare disaster resilient? Technology? DRMP, CDRMP-BBB linkages? Micro insurance?
- How you work with NGO technical team and NRA engineer
- What are strength and limitation of your skill and work?

Focus Group Discussion questionnaire/checklists: Beneficiaries (livelihoods groups)

- How you selected for livelihood activities? Who decided it? How you get information?
- What types of skill development training you received? Duration, place, pre-training assessment,
- Have you received post skill training support? Business plan, grants, equipment, market linkages? who did support it?
- Why did you select pertinent enterprise establishment?
- Is the enterprise generated jobs/employment? How many people? What duration?
- Has your income increased after the enterprise? How much per year?
- Where you used this income? Debt payback, insurance, others?
- What are other area of change due to the enterprise?
- What are positive and barriers to run this enterprise?
- How these livelihood support contribute in the COVID 19 risk reduction? Awareness, preparedness, recovery, etc
- Will you continue this enterprise without project support?

Focus Group Discussion questionnaire/checklists: Beneficiaries (reconstruction grant receiver)

- How you selected for reconstruction in kind support? Who decided it? How you get information?
- What kinds of support you received?
- Was the in-kind support appropriate for you? Sufficiency, time, place, banking process, processing etc
- What kinds of technical support you get from the project? Was it sufficient, timely, sufficient?
- What kinds of social support you get from the project? Was it sufficient, timely, sufficient?
- Have you face any barriers in the process? If yes how you address it?
- How did the project support in the process?

- How did you manage the labour? Equal wage, child labour, gender work division
- Was your home made on time?
- Is your house cost effective? Technology? Cost? Size of room, women/child/disable/old aged friendly.
- How you say the constructed house are disaster resilient? Landslide, thunderbolt, flood
- Is your house linked with micro-insurance? How it was done?

Focus Group Discussion questionnaire/checklists: Beneficiaries (revolving fund receiver)

- How you selected for reconstruction grant? Who decided it? How you get information?
- Was the grant appropriate for you? Sufficiency, time, place, banking process, processing etc
- What kinds of technical support you get from the project? Was it sufficient, timely, sufficient?
- Have you face any barriers in the process? If yes how you address it?
- What kinds of social support you get from the project? Was it sufficient, timely, sufficient?
- Have you received NRA grant and returned the fund timely?
- How did the project support in the process?
- Was your home made on time?
- How did you manage the labour? Equal wage, child labour, gender work division
- Is your house cost effective? Technology? Cost? Size of room, women/child/disable/old aged friendly.
- How you say the constructed house are disaster resilient? Landslide, thunderbolt, flood
- Is your house linked with micro-insurance? How it was done?

Focus Group Discussion questionnaire/checklists: Beneficiaries (mitigation activities)

- Why did you select pertinent mitigation activity to implement?
- Is the activity included in local DRM plan?
- What are benefit and limitation of the activity?
- Have you face any barriers in the process? If yes how you address it?
- What was support mechanism? In-kind support or grant? Collaboration?
- What kinds of technical support you get from the project? Was it sufficient, timely, sufficient?
- What kinds of social support you get from the project? Was it sufficient, timely, sufficient?
- Is the activity appropriate in terms of cost, time, place?
- How did you manage the labour? Equal wage, child labour, gender work division
- Have you prepared maintenance plan? What are provisions?

Checklist for field Observation

- Reconstructed house
- Mitigation activities
- Livelihoods activities

Annex 4: List of documents reviewed

- Chautara Sangachowkgadi Municipality (2076): Policy, Plan, Programme and Budget of FY 2076/77 (in Nepali). Chautara: Chautara Sangachowkgadi Municipality
- Chautara Sangachowkgadi Municipality (2075): Disaster Risk Reduciton and Management Act 2075 BS (in Nepali). Chautara: Chautara Sangachowkgadi Municipality
- Chautara Sangachowkgadi Municipality (2076): Earthquake profile (in Nepali). Chautara: Chautara Sangachowkgadi Municipality
- CDRMP (2018): Project log-frame. Lalitpur: Comprehensive Disaster Risk Management Programme (CDRMP)
- CDRMP (2020): Disintegrated Data: Dolakha and Sindhupalchowk. Lalitpur: Comprehensive Disaster Risk Management Programme (CDRMP)
- Government of Nepal (2017): Disaster Risk Reduction and Management Act, 2017 (Nepali). Kathmandu: Ministry of Law, Justice and Parliamentary Affairs
- Government of Nepal (2015), National Reconstruction Act and Policy, 2072. Ministry of Law, Justice and Parliamentary Affairs
- Ministry of Federal Affairs and Local Development (MOFALD) (2074): Local Disaster and Climate Resilience Planning (LDCRP) guideline 2074. Kathmandu: Ministry of Federal Affairs and Local Development (MOFALD)
- NRA (2015): National Reconstruction and Rehabilitation Policy, 2072 (Nepali Version). Kathmandu: National Reconstruction Authority (NRA)
- Sailung Rural Municipality (2074): Act for Regularization and Management of Disaster Management. Katakuti: Sailung Rural Municipality
- Sailung Rural Municipality (2074): Priority list for Prime Minister Employment Programme. Katakuti: Sailung Rural Municipality
- United Nations Office for Disaster Risk Reduction (2015): Sendai Framework for Disaster Risk Reduction (2015-2030). Geneva: United Nations
- OECD-DAC (2019): Better Criteria for Better Evaluation: Revised Evaluation Criteria, Definitions and Principles for Use. OECD DAC Network on Development Evaluation (EvalNet)
- UNEG (2008): UNEG Code of Conduct for Evaluation in the UN System. New York: United Nation Evaluation Group
- UNEG (2016): Norms and Standards for Evaluation developed. New York: United Nation Evaluation Group (UNEG).
- UNDP (2019): Community-Based Disaster Risk Reduction and Build Back Better (CBDRR-BBB) Framework. United Nations Development Programme (UNDP)
- UNDP (2020): Policy brief: localization of disaster and climate risk reduction and management through institutionalization of disaster preparedness and response. Lalitpur: United Nations Development Programme (UNDP)
- UNDP (2020): Policy brief: micro insurance: alternative protection measure for low income household from disaster and loss. Lalitpur: United Nations Development Programme (UNDP)
- UNDP (2020): Policy brief: Relevancy of house reconstruction revolving fund for the most vulnerable to address the barriers to access to financial resource for reconstruction of house after 2015 earthquake. Lalitpur: United Nations Development Programme (UNDP)

Annex 5: List of persons interviewed or consulted

SN	Name	Designation	Institution and Address	Tool used
Sindhupalchowk				
1.	Rajendra Sharma, Chiranjabi Kattel	NGO Partner	Janhit Gramin Sewa Samiti, Chautara	Consultation meeting
2.	Aman Sing Tamang	Mayor	Chautara Sanga Chokgadi Municipality, Chautara	Interview
3.	Bidur Dhimal	DRR focal person	Chautara Sanga Chowkgadi Municipality, Chautara	Interview
4.	Bhim Kumari Nepali, Chandra B. Nepali, Mangali Ramtel	Livelihood support beneficiaries	Chautara Sanga Chowkgadi Municipality-4, Kubhinde	FGD
5.	Khadka Kumari Nepali	Revolving Fund Beneficiary	Chautara Sanga Chowkgadi Municipality-4, Kubhinde	KII
6.	Sabitri Nepal	Livelihood support Beneficiary	Chautara Sanga Chowkgadi Municipality-4, Kubhinde	KII
7.	Tulke Narayan Shrestha	In-kind Support Beneficiary	Chautara Sanga Chowkgadi Municipality-4, Kubhinde	KII
8.	Dilip Tamang	ANS	Janhit Gramin Sewa Samiti, Chautara	Interview
9.	Binod Nepali	CM	Janhit Gramin Sewa Samiti, Chautara	Interview
10.	Resham Bishwakarma	CDS	CDRMP Project team, Chautara	Interview
11.	Rishiram Bajgai	Mason	Janhit Gramin Sewa Samiti, Chautara	Telephone Interview
12.	Dorna Upreti	DPO	CDRMP Project team, Chautara	Telephone Interview
Dolakha				
13.	Himal Ojha, Sunoj Joshi	Project Team	CDRMP Project team, Charikot, Dolakha	Meeting in Kathmandu
14.	Suman Upreti, Durgaman BK, Binod Shrestha	NGO partner	Rural Enterprise Development Centre (REDC), Charikot	Zoom Conference
15.	Prem Bahadur Bhandari	ANS	Rural Enterprise Development Centre (REDC), Charikot	Telephone Interview
16.	Hari Bahadur Lama	Mason	Sailung Rural Municipality -4, Dolakha	Telephone Interview
17.	Raji Tamang	Mason	Sailung Rural Municipality -4, Dolakha	Telephone Interview
18.	Balchandra Subedi, JIbnath Subedi, Shanta B. Subedi	Mitigation Activity beneficiaries	Sailung Rural Municipality-4, Dadatole	Telephone FGD
19.	Bijaya Tamang	Revolving fund beneficiaries	Sailung Rural Municipality-7	Telephone Interview
20.	Krishna Bahadur Bhujel	Revolving fund beneficiaries	Sailung Rural Municipality-4, tole	Telephone Interview

21.	Prabati Dhungel	Livelihood support beneficiary	Sailung Rural Municipality-4, Nigaletole	Telephone Interview
22.	Narendra Subedi	Livelihood support beneficiary	Sailung Rural Municipality-4, Purnagau tole	Telephone Interview
23.	Nar B. Tamang	In kind support beneficiary	Sailung Rural Municipality-6, Gothpani	Telephone Interview
24.	Dhansing Tamang	In kind support beneficiary	Sailung Rural Municipality-6, Gothpani	Telephone Interview
25.	Bharat Prasad Dulal	Chairperson	Sailung Rural Municipality, Katakuti, Sailung	Telephone Interview
26.	Ashok Kaphle	Section Officer	NRA, Dolakha	Telephone Interview
27.	Dabal Pandey	Coordinator	DCC, Dolakha	Telephone Interview
28.	Gangamaya Jirel	Agriculture Technician	Sailung Rural Municipality, Katakuti, Sailung	Telephone Interview
29.	Sharmila Bhandari	Underwriting	IME General Insurance	
Kathmandu				
30.	Pravakar Thapa			
31.	Dinesh Bista			
32.	Ramraj Narasimhan and Prgya Pradhan	Programme Manager and Sr. Project Officer	CDRMP, Kathmandu	Zoom Meeting
33.	Pragyajan Yalamber Rai	Portfolio Manager (Resilience & Environment)	United Nations Development Programme	Telephone Interview

Annex 6: Achievement against log-frame indicators

Objectively verifiable indicators	Target values	Progress	Percent of progress	Remarks
Specific objective: The target population, the poorest and the most vulnerable, are supported to strengthen their capacity to rebuild their houses through socio-technical guidance. The community-led reconstruction planning and livelihood opportunities will empower the beneficiaries to undertake resilient and inclusive reconstruction. Greater impact on vulnerable population is sought through advocacy for improved policy environment.				
Indicator (1): % reduction in the number of affected people (experienced, expected or modelled)	80	101	126	
Indicator (2): % of Households benefited from small-scale disaster risk reduction/mitigation activities	20	16.45	82.5	

Indicator (3): Number of Households with additional livelihood or business activities	921	1218	132	
Indicator (4): Number of policy area that achieved the change/improvement to address existing challenges or reflect good practices for the reconstruction program catering to the poorest.	2	3	150	
Result (1): The most poor and vulnerable households reconstruct disaster resilient houses				
Indicator (1): Number of people having access to basic, safe and dignified shelters solutions	900/	2016	101	
Indicator (2): Number of households, without physical and financial ability to undertake reconstruction, supported with reconstruction grant and technical support.	150/300	309	103	
Indicator (3): Number of Ward Reconstruction Committee Operating Resilience Fund	15	15	100	
Indicator (4): Number of masons and NRA Engineers with knowledge and skills on disaster resilient and cost-appropriate construction technologies (Masons 375, Engineers 300)	825	768	93	Less progress
Result (2) Earthquake-affected communities are empowered with self-determined resilient recovery plan and risk management for future disasters				
Indicator (1): Number of existing RAP committees reformed to Disaster Management Committees (DMC) and supported through capacity enhancement Training/Orientation (first aid, mock drills, search and rescue etc).	15	15	100	
Indicator (2): Community Based Disaster Management-Building Back Better (CBDM-BBB) framework developed for rural/urban municipality	1	1	100	
Indicator (3): Number of people covered by early action/contingency plans	55.260,00	64729	117	
Indicator (4): Number of people participating in interventions that enhance their capacity to face shocks and stresses	18.200,00	11330	62	Less progress
Indicator (5): Community-level Disaster Risk Management plan (DRMP) approved Baseline	15	15	100	
Indicator (6)				
Result (3): The most poor and vulnerable earthquake affected households have resilient livelihood opportunities.				
Indicator (1): Number of people provided with resources to protect and start rebuilding livelihood assets	900	1196	133	
Indicator (2): Number of new small-scale enterprises established in support of housing reconstruction.	6	6	100	
Indicator (3): Number of affected households that revived their micro-enterprises and other source of income.	15	16	107	

Result (4): Enabling environment created for inclusive, affordable and people-centered reconstruction policies and actions.				
Indicator (1): Number of policy notes prepared highlighting reconstruction challenges and issues	4	3	75	Less progress
Indicator (2): Number of exposure visits joined by the government, stakeholders and media to the site/field for reinforcing evidence-based interventions. (Government and stakeholders visit:12 and media visit: 6)	18	14	78	Less progress
Indicator (3): Number of orientations and sensitization programmes carried out to the local government officials and the newly elected local bodies on resilient reconstruction.	4	0	0	No progress
Indicator (3)				

Annex 7: Code of Conduct signed by the consultant

(Each UNEG member to create its own forms for signature)

**Annex 2: United Nations Evaluation Group Code of Conduct
for Evaluation in the UN System**

Evaluation Consultants Agreement Form

To be signed by all consultants as individuals (not by or on behalf of a consultancy company) before a contract can be issued.

**Agreement to abide by the Code of Conduct for Evaluation in the UN
System**

Name of Consultant: Nirmal Kumar Bishwakarma, PhD

Name of Consultancy Organisation (where relevant): NA

I confirm that I have received and understood and will abide by the United Nations Code of
Conduct for Evaluation.

Signed at (place) on (date) Kathmandu
5 August 2020

Signature: 