Final Evaluation

Strengthening Urban Preparedness, Earthquake Preparedness and Response in Western Regions of Nepal
SUPER Project

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FINAL EVALUATION REPORT
Evaluation timeframe: 2 August 2021-31 August 2023

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A project financed by ECHO and commissioned by UNDP, UNICEF, and UN Women in three Provinces of Nepal
September 28, 2023

Project information

Project title	Strengthened Urban Preparedness and Earthquake Response in Nepal (SUPER)
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Corporate outcome and output	• UNDAF (2018-2022) Outcome 3: 'Resilience, Disaster Risk Reduction and Climate Change'. • CPD (2018-2022) Output 3.1 Understanding and knowledge on environment, climate change adaptation and disaster risk reduction enhanced at national, subnational and community levels to make development risk informed. • CPD (2018-2022) Output 3.2 Policy and institutional mechanisms strengthened for integrating gender responsive CCA/DRR and environment management in national and key sector's development planning. • CPD (2018-2022) Output 3.4: Capacities of subnational governments and communities strengthened for effective preparedness and response, environment management, CCA/DRR.
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For any shortcomings or errors found within this final evaluation report, we take full responsibility.

Thank you all.
Dhruba Gautam and Pratistha Pyakurel
Kathmandu, Nepal
Sep 28, 2023

Acronyms

BCP	Business continuity plan
CERT	Community emergency response team
CSO	Civil society organization
DEOC	District emergency operation center
DGPS	Differential global positioning system
DMC	Disaster management committee
DPRP	Disaster preparedness and response plan
DRM	Disaster risk management
DRR	Disaster risk reduction
DRRM	Disaster risk reduction and management
ECHO	European Civil Protection and Humanitarian Aid Operations
EOC	Emergency operation center
FGD	Focus group discussion
GEDSI	Gender equality, disability and social inclusion
HF	High frequency
IEC	Information, education and communication
IMO	Information Management Officers
IRA	Initial rapid assessment
KII	Key informant interview
LACC	Legal Aid and Consultancy Centre
LEOC	Local emergency operation center
LGBTIQ+	Lesbian, gay, bisexual, intersex, transgender, queer/questioning; + represents additional identities or variations
LSAR	Light search-and-rescue
MoHA	Ministry of Home Affairs
MoIAL	Ministry of Internal Affairs and Law
MoPID	Ministry of Physical Infrastructures and Urban Development
MoSD	Ministry of Social Development
MoU	Memorandum of understanding
NDRRMA	National Disaster Risk Reduction Management Authority
NFDN	National Federation of the Disabled Nepal
NRCS	Nepal Red Cross Society
PDRF	Provincial disaster response framework
PEOC	Provincial emergency operation center
PERF	Provincial earthquake response framework
PM KOI	Protection Mainstreaming Key Objective Indicator
PSEAH	Protection from sexual exploitation, abuse, and harassment
RVA	Rapid vulnerability assessments
SAC Nepal	Social Awareness Center Nepal
SADDD	Sex, age, and disability disaggregated data
SGBV	Sexual and gender-based violence
SOGIESC	Sexual orientation, gender identity, gender expression and sex characteristics
SOP	Standard operating procedure
SUPER	Strengthening Urban Preparedness, Earthquake Preparedness, and Response
ToR	Terms of reference
ToT	Training of trainers
UMN	United Mission to Nepal
VCA	Vulnerability and capacity assessments
VHF	Very high frequency

Executive Summary

1. The context

The Strengthening Urban Preparedness, Earthquake Preparedness, and Response in Western Region of Nepal (SUPER) Project worked to empower provincial and local governing units across the three provinces of Sudurpashchim, Lumbini, and Karnali and to enhance their earthquake preparedness and urban readiness. At the local level, the project was limited to wards 1 and 2 in Dhangadhi, wards 5 and 7 in Amargadhi, wards 3 and 7 in Nepalgunj, and Wards 9 and 10 in Jayaprithvi. Financed by the European Civil Protection and Humanitarian Aid Operations (ECHO), the project operated with a total budget of USD 2.91 million for 28 months, from August 2021 to November 2023. Additionally, it obtained supplementary financial support of $550,050 from ECHO, while consortium members contributed $365,926.86, resulting in a total budget of $915,976.86.

The overarching goal of the project was to facilitate the development and execution of comprehensive and inclusive earthquake and urban disaster preparedness as well as emergency response measures. UNDP formed a consortium with UNICEF and UN Women to bring the project to fruition. The primary aim of this final evaluation was to assess the extent to which the project had met its targets, what contribution it had made to high-level outcome results, and what challenges it had faced and what mitigation measures it had taken. The primary objective of the project was to improve awareness and foster a shared understanding of earthquake and urban risks among local and provincial stakeholders in order to boost endeavors, capabilities, and competencies at the community, ward, municipal, cluster, and provincial levels. The overarching goal was to facilitate the development and execution of comprehensive and inclusive earthquake and urban disaster preparedness as well as emergency response measures.

The key stakeholders of the project are provincial and local governments agencies involved in preparedness for urban and earthquake risks and effective disaster response. The key components of the project included (i) understanding of and readiness to manage earthquake and urban risks, (ii) systems-strengthening through coordination mechanisms and plans, (iii) cluster-specific preparedness and improved coordination and interlinkages, (iv) preparedness through capacity-buildings, and (v) advocacy and policy engagement. The primary audience or users of this evaluation are funding agencies (ECHO), consortium partners UNDP, UNICEF and UN Women, relevant government agencies at the federal, province and local levels, humanitarian agencies, international NGOs, and civil society organizations. It is expected to serve them while planning and designing new projects in the future.

2. Evaluation approaches and methods

The evaluation used a mixed method: it gathered both qualitative and quantitative data and analyzed these findings to draw conclusions. Qualitative information was collected using participatory tools and techniques like focus group discussions (FGDs), key informant interviews (KIIs), "most significant change" analysis, observation, and site visits. In order to acquire personal and detailed opinions about the project's interventions, a total of 4 FGDs and 42 KIIs were conducted with community beneficiaries including Women, people with disabilities and sexual minorities, government stakeholders and partner organizations. The evaluation used project-generated data as its source of quantitative data.

3. Evaluation findings

a. Relevance: The evaluation team determined that the project was highly relevant because of its close alignment with national development priorities, country program outputs and outcomes, the strategic plans of UNDP, UNICEF and UN Women, United Nations Sustainable. Development Cooperation Framework (UNSDCF) and the SDGs. Its objectives were relevant to the targeted provinces, municipalities and communities. The project was well designed in part because it

incorporated lessons learned from other relevant projects. During field consultations, informants suggested that stakeholders would benefit more if the project focused on multiple hazards rather than just earthquakes and fires since other hazards such as floods, inundation, landslides, and epidemics are prevalent, and some could even be triggered by an earthquake. In general, the project's objectives were logical and coherent, and the activities were designed to meet the needs of the target groups.

b. Coherence: The project is suitable in the changing federal context. It really helped to fill in gaps in policy work at the provincial level and fostered coordination and collaboration among the three tiers of government and four tiers of governance. It helped to create synergies with interventions carried out by UN consortium members and the government. The consortium embraced the concept of One UN, which was initiated in 2019, and effectively harnessed the distinct expertise and experience of each member to synergistically combine the strengths of each organization. The project actively embraced and built upon successful initiatives in disaster risk reduction and management (DRRM) previously introduced by other stakeholders, taking these efforts forward to a more advanced level. The project's efforts were informed by the findings of emergency operation center (EOC) evaluations. In particular, these findings were taken into consideration drafting an institutional framework for EOCs. In addition, the project cooperated closely with other UN agencies such as UNFPA as well as various stakeholders to develop cluster plans and execute simulation exercises at the provincial level. The project's selection of locally active organizations that focused on DRRM and gender equality, disability and social inclusion (GEDSI) helped it to maximize its results.

c. Effectiveness: The project was found to be largely effective despite several internal and external bottlenecks. Since the project is still in operation and some end-line assessments have yet to be conducted, the actual quantity of activities and the degree to which targets were met could not be determined. That said, consultations with stakeholders, meetings with project staff, and review of secondary data revealed that most of the project's targets had already been met or were on track to being met. The evaluation team examined 18 indicators, with 5 meeting their targets, 5 exceeding their set targets, and 8 yielding undetermined results due to early timing of the evaluation. The quality of completed activities was commendable. The activities specifically targeted at men, Women, and vulnerable groups, including people with disabilities, were all well executed and had positive results. For instance, 64 men, 73 Women and 7 non-binary citizens benefitted from the training to integrate protection issues in the cluster contingency plans. The project was both perspicacious and flexible: it showed a strong ability to incorporate lessons learned in its early stages into subsequent stages, including those of planning and implementation, by making appropriate adjustments. Some stakeholders felt that the project should have explored ways to limit the role of consultants and increase the role of government stakeholders in document preparation, including Provincial Disaster Relief Framework (PDRF) formulation, and editing in Nepali. Despite this reservation, stakeholders claimed that the project was successful in enhancing the capacities of the communities, wards, and local governments with which it worked, thereby helping to enhance the preparedness for disasters (see Box-1 for key results).

Box-1: Key progress against the result-wise indicators

- The number of people reached with IEC materials on DRRM was 2,443,906, far more than the targeted 31,559.
- More than 75% of population benefitted through hazard and risk assessment mapping and impact modeling. The target was 75%.
- The increase in the population and number of authorities with enhanced understanding of earthquake and urban risks over the baseline KAP survey was 41%. Its endline is yet to be carried out. The target is an additional 20% increase at the end of this project.
- The project's records revealed that the number of people covered by early action or contingency plans is more than the targeted 45,084.
- A total of six EOCs (three Municipality EOCs and three Provincial EOCs), one more than the targeted five, are operational and meet the criteria for minimally functional EOCs.
- A total of 144 cluster members, almost three times the targeted 50, were trained to integrate protection issues in cluster contingency plans. Of them, 64 (44%) were men, 73 (51%) were Women, and 7 (5%)

> belonged to the Lesbian, gay, bisexual, intersex, transgender, queer/questioning; + represents additional identities or variations (LGBTQ+) community.
> - The project planned to develop 15 cluster-specific contingency plans at the provincial level for effective response. Progress towards this target is good.
> - The project planned to construct 24 small-scale community infrastructures, facilities, or protection, and it has almost met the target.
> - A total of 1,111 of the targeted 1,300 community volunteers were trained to be CERT members and equipped with lifesaving response skills and readiness. Of the total trainees, 359 (32%) were men and 752 (68%) were Women. Training is progressing nicely and will likely reach the target.
> - Ward and community readiness was increased by conducting eight emergency simulation exercises (target was 16).
> - A total of 62 security force personnel, two more than the targeted 60, were trained on technological solutions. Fifty-eight (94%) of the total participants were men and just four (6%) were Women.
> - The project helped to retrofit ten demonstration houses, two more than the targeted eight, to demonstrate technical solutions to replicate elsewhere.
> - The project organized nine of the 10 targeted shared learning dialogues at the provincial and local levels and with the private sectors. The remaining national-level sharing workshop is planned to conduct in October.

Out of the total number of beneficiaries, 19995, the percentage of beneficiaries aged 0-59 months, 5-17 years, 18-49 years and 50 years and more were 9%, 25%, 52%, and 14% respectively. More than 90% of affected people were satisfied with the humanitarian assistance provided by the project. The target was 75%. A total of 15 monitoring visits were organized to increase the project's performance through timely feedback and suggestion and to provide learning opportunities to project stakeholders.

d. Efficiency: The execution of the project was generally efficient. Across the board, resources, whether human, material, or financial, were utilized judiciously to attain the desired outcomes within the stipulated timeframe. The project's management framework, which included both a monitoring strategy and a results framework, was suitable for and effective in producing the anticipated results. The project would have benefited by organizing stakeholder meetings at its outset to discuss potential avenues for collaboration and the signing of memorandum of understandings (MoUs) with organizations interested in resource-sharing. On the whole, both the project's approach to and execution of the implementation phase were efficient and economical. Financial and human resources were employed in a financially prudent manner. Resources such as funds, personnel, time, and expertise were allocated strategically to realize the envisioned outputs and outcomes.

As part of the fund-flow mechanism from ECHO to UNDP, the first instalment was released in July 2021 as planned. The second instalment, however, was released only in February 2023, four months after the planned October 2022. UNDP released budget to UNICEF and UN Women as planned. Out of the total program budget, 65% is allocated to UNDP and 27% and 8% respectively to UNICEF and UN Women. Out of the total co-financing amount, 68% is generated by UNDP and 25% and 7% respectively by UNICEF and UN Women. Annual expenditure seems good. In 2021 and 2022, 99% and 91% of the budgets were spent respectively. By Aug 31, 2023, the total expenditure was 67%, which is a commendable amount. The overall budget expenditure was 81% at the end of August 2023.

e. Sustainability: In general, project interventions were carefully executed to promote sustainability even though the project had neither a sustainability plan nor an exit strategy. Instead, it strongly emphasized maintaining sustainability throughout the implementation phase. It did so primarily by actively involving provincial and local governments in its activities and capacitating them to execute those activities independently to ensure that they would be able to carry them on after the project came to an end. During evaluation consultations, government stakeholders expressed appreciation for the project's support but suggested that it would have been more beneficial to involve government stakeholders, including National Disaster Risk Reduction Management Authority (NDRRMA) and the relevant provincial ministry, right from the project's design phase. The project also fostered community participation and ownership. Various actions taken by government stakeholders and communities,

such as developing plans (preparedness and response, contingency), allocating budgets, and establishing community emergency funds, indicate their commitment to continuing these initiatives even after the project's completion. Furthermore, the project introduced numerous innovative good practices, some of which are already being replicated, and whose replication is expected to expand in the future.

f. Impact: The project's interventions have already begun to manifest their impacts on various aspects of the policy landscape, government and community capacities, awareness levels, and risk reduction efforts. Thanks to the project's initiatives, local and provincial governments as well as communities are now more capable of leading effective responses. Moreover, the project's efforts have contributed to strengthening disaster preparedness across all levels of government and within communities. With respect to the project's support for humanitarian clusters, some stakeholders noted that crucial clusters, such as food security, had been omitted despite the fact that the project concentrated on mega disasters, which could very well endanger food supplies. In coordination with the country office team, the project's field staff extended their support to the DRRM initiatives of provincial and local governments, going beyond their terms of references (ToRs) to further the project's overarching goal of enhancing the country's landscape for disaster risk reduction and management. The project replicated the good practices of UNDP CO Nepal with respect to IEC materials for people with disabilities with slight modification. Similarly, its business continuity plans were replicated from UNICEF South Asia. The project intervention to strengthen MEOCs was replicated in Dhangadhi, Amargadhi and Nepalgunj municipalities after being introduced by UNDP's Urban Disaster Risk reduction Project. The same project's community-based simulation exercise to test community readiness for search-and-rescue, first aid, and firefighting was also replicated in the same cities.

g. Human rights: The project's design and implementation phases effectively incorporated a human rights perspective. The project's commendable efforts in addressing the concerns of Dalits[1], ethnic minorities, people with disabilities, Women, LGBTIQ+ individuals, senior citizens, and other marginalized and disadvantaged groups reflect its strong commitment to promoting human rights.

h. Gender equality and social inclusion: The project was underpinned by a thorough gender analysis, and it systematically integrated GESI considerations into every phase of its conception, design, and execution. The project's initiatives effectively advanced GESI principles through the application of tools such as a Sex, age, and disability disaggregated data (SADDD) framework and gender audits. Altogether 1632 Women and 1891 men directly benefitted from the project. It particularly emphasized the empowerment of marginalized and impoverished individuals through the transfer of knowledge, skills, and technology, as well as through extensive awareness campaigns conducted via media and social media channels. Notably, the project played a significant role in fostering positive transformations in key areas such as Women's leadership and empowerment through capacity development training. For instance, of the total 1,111 community volunteers developed (by the time of evaluation), about 752 were Women who felt that rather than belonging to "vulnerable group", they were contributors to disaster preparedness and response. It also had a positive impact on individuals with disabilities and on marginalized groups. For instance, videos on disaster preparedness specifically tailored for individuals with visual and hearing impairments made these groups feel more prepared for disasters. This positivity could have further enhanced had the project provided orientations to trainers, and program, administrative, and finance staff on GEDSI sensitivity also focused on the practical aspects such as disability-friendly training delivery, LGBTIQ+ friendly certificate preparation and allowance distribution. The project also strengthened protection related clauses within policy documents and procedures. In short, the project demonstrated commendable commitment to gender-responsive analysis, participation, and representation. Some noteworthy achievements include its gender-friendly design; capacity-building and empowerment initiatives; targeted interventions, data disaggregation and monitoring efforts; and successful collaboration and partnerships.

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[1] Untouchable, also called Dalit, officially Scheduled Caste, in traditional Nepalese society, the former name for any member of a wide range of low-caste Hindu groups and any person outside the caste system.

i. Disability: The project's commitment to addressing disability-related issues in disaster preparedness and response is commendable. People with disabilities were actively engaged in and consulted throughout the project's design, planning, and execution phases. Forty-two people with disabilities (14 of which were Women) benefitted directly from various trainings offered by the project. In recognition of the numerous challenges that people with disabilities face, the project made a concerted effort to reduce barriers to their participation in disaster preparedness and response.

4. Good practices and lessons learned

a. Good practices
The project generated the following valuable insights and best practices:
- Placing the government in the frontlines of action increases stakeholders' participation and ownership.
- Community empowerment contributes to efforts to prepare for and respond to disasters.
- Including the LGBTIQ+ community and adopting GEDSI approaches in DRRM initiatives contributes to upholding the principle of "leave no one behind", to some extent.
- The use of advanced technology (e.g., use of as drones, Differential Global Positioning Systems-DGPS, impact models, risk and hazard maps) fostered stakeholders' interest in the project's work
- The strengthening of local LEOCs improves coordination and information management.
- The engagement of the private sector promotes awareness that disaster is everybody's business.
- Strengthening coordination among the federal, province and local governments assisted for effective preparedness and response.
- Effective, gender-responsive and inclusive plans can be developed when they are tested with simulation exercises.
- Resource-pooling can be a strategic move to increase efficiency in disaster preparedness and response.

b. Lessons learned
Below are the key lessons.
- Hold many comprehensive consultations with the three tiers of government during the design phase.
- Manage the budget based on the geographical remoteness of project area.
- Practice flexibility in managing human resources.
- Work to improve federal-level DRRM mechanisms.
- Innovative initiatives and evidence-based advocacy helped to attract the public's attention to DRRM issues.
- Transfer skills to government staff to enhance sustainability and advocate for gender responsive and inclusive DRRM.
- Focus on communication and planning among consortium members from the earliest of phases.
- Recognize district-level agencies as important stakeholders in the overall DRRM mechanism of country.
- Focus on multiple hazards, including climate change, to promote greater ownership of and goodwill for the project.
- Improve building codes and construction standards regularly.
- Continue GEDSI in DRRM approaches, tools and techniques.

5. Overall performance
The project's performance was scored against the DAC evaluation criteria using a five-point scale. The overall performance of the project was rated as close to 'highly satisfactory'. A summary of the findings from the evaluation of each criterion is presented below.

Evaluation criteria	Score	Description of performance
Relevance	I	The project is highly relevant as it was well aligned well with current national and global policies and priorities and because the correlations among its

		activities, outputs, results, and impacts were high. It was also relevant in its ability to fill gaps in disaster preparedness for emergency response.
Effectiveness	1	The project achieved its anticipated outcomes and results (result indictors 1.1, 1.2, 2.1, 2.2, 2.3, 3.2, 4.4, 4.5, and objective indicators 2 and 3). It also ensured that its services were inclusive and reached previously unreached sections by blending hardware and software components, adopting an integrated approach, promoting collaboration among responsible parties (RPs), and focusing on coordination and linkage-building. Adopting an implementation modality that worked through wards and municipalities under the leadership of RPs was a good choice.
Efficiency	1	The project's management structure was, in general, good, and implementation was efficient overall because the project practiced efficiency of both cost and time.
Impact	2	The project's good practices have been replicated in and outside the project's target municipalities. The project helped to increase people's resilience by imbuing Women with a "we can do" attitude. The project's integrated support brought positive changes to individuals and to the society as a whole but more time is needed to foster their resilience.
Sustainability	2	Though the commitment of municipality representatives to allocate funds for operation and maintenance (O&M) is worth appreciating, there is room to explore the development of an exit strategy and sustainability plan designed to streamline the project-generated good practices and the lessons it learned.
Overall score	**1.4**	**Satisfactorily**

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

6. Recommendations

Several recommendations based on the stakeholders' responses and evaluation team's observation and analysis are presented below. (Please see the recommendations section for more details on the "why" and "how" underlying each.)

Parameters	Recommendation
Relevance	● Design project's interventions that address multiple hazards, including climate change *(linked to findings # 42-54).*
Effectiveness	● Contextualize interventions to fit to project areas, local contexts and the capacities of local people to cope with and withstand disaster risks *(linked to findings # 55-77).*
Coherence	● Engage district administration offices/district disaster management committees as potential partners in recognition of the fact that they are important stakeholders and organizations with a field presence *(linked to findings # 78-94).*
Efficiency	● Practice flexibility and seek wide collaboration with multiple stakeholders from the beginning for more cost efficiency and programmatic synergy *(linked to findings # 95-116).*
Sustainability	● Develop a clear exit strategy and a sustainability plan with a recommended roadmap for future projects based on learning from the project *(linked to findings # 117-154).*
Impact	● Advocate that the government translate plans to actions by allocating budget and human resource allocation and conducting regular simulations. Also, continue advocacy and sensitization, targeting government stakeholders, to address the problem of the frequent transfer of government officials and a government administration modality which allows for a person without academic or empirical background on DRRM to be transferred to the ministry overseeing DRRM *(linked to findings # 155-176).*
Human rights	● Strengthen the complaint/feedback mechanism to better address the issues and concerns of local people and agencies *(linked to findings # 177-184).*
GESI	● Share and advocate to provincial and local stakeholders the wise use of a "scenario-based gender responsive costing framework for DRRM" *(linked to findings # 185-209).*
Disability	● Consider all ten types of disabilities (disability diversity) while designing project interventions *(linked to findings #210-215).*

Table of content

1. Introduction

1. Conceived during the period from 2020 to 2021, the Strengthening Urban Preparedness, Earthquake Preparedness, and Response in Western Nepal (SUPER) project, henceforth called 'the project' focused on empowering provincial and local governing units in the Sudurpashchim, Lumbini, and Karnali provinces to engage in earthquake preparedness and urban readiness activities. The project commenced in August 2021 and is scheduled to conclude in September 2023. An "in principle" agreement has been reached to extend it at no additional cost until November 30, 2023, a total of 28 months.

2. In accordance with the UNDP Evaluation Guidelines of 2019, the project design scheduled independent evaluators to conduct a final evaluation in July and September 2023. This evaluation aligned with the UNDP's 2023 Evaluation Plan. UNDP, along with its consortium members, UNICEF and UN Women, prepared to commission the evaluation with the two main aims of assessing the project's relevance and the effectiveness of its implementation and providing specific recommendations for similar initiatives in the future. The evaluation also sought to identify and document the achievements of project interventions, address challenges encountered, capture lessons learned, and highlight best practices.

3. More precisely, the ultimate goal of the evaluation was to compare the outcomes achieved with the targets set, evaluate the effectiveness of the implementation approaches in contributing to higher-level outcomes, and identify and document the challenges encountered. The findings of this final evaluation will be invaluable in designing future initiatives focused on disaster risk reduction (DRR) and earthquake preparedness. They will also play a crucial role in promoting accountability and facilitating learning, offering guidance and recommendations for implementing partners (UNDP, UNICEF and UN Women), and providing continued support for DRR, earthquake preparedness, and resilience-building in Nepal.

4. The primary audience for and users of this evaluation encompass funding agencies like ECHO; consortium partners such as UNDP[2], UNICEF, and UN WOMEN; relevant government agencies at the federal, provincial, and local levels; humanitarian organizations; international NGOs; and civil society organizations. During the project's formulation, its main stakeholders were categorized as follows: (i) direct beneficiaries and community-based stakeholders, (ii) stakeholders involved in project implementation, (iii) government stakeholders at the federal, provincial, and local levels, and (iv) local non-governmental organizations. As the project evolved, additional stakeholders were identified and included, a development reflecting the project's adaptive approach in identifying relevant agencies based on the changing needs of the project.

5. The final evaluation emphasized the following key aspects: (i) results accountability (it assessed the extent to which the intended results of the project were achieved), (ii) impact and sustainability (it evaluated the long-term impact of the project and its sustainability beyond completion), (iii) alignment with project objectives (it compared project outcomes with stated objectives), (iv) efficiency and cost-effectiveness (it analyzed the efficiency and cost-effectiveness of the strategies employed to advance the project toward its objectives and outcomes), and (v) identification of strengths and weaknesses (it identified strengths and weaknesses in both project design and implementation). Then the evaluator recommended design modifications that would have enhanced the project's chances of success as well as specific actions to consider when designing similar projects in the future.

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[2]The project is implemented through a consortium led by UNDP with UNICEF and UN Women. It has a single project team comprising personnel from UNDP, UNICEF and UN Women who work at the national, provincial and municipal levels. They are led by a national project coordinator for the entire consortium.

6. Furthermore, the evaluation assessed the project's sustainability and its contribution to expanding the gender equality, disability, and social inclusion (GEDSI) dimension in the integration and localization of SDGs. The primary areas of intervention the evaluation covered were DRR, earthquake preparedness, and urban resilience. This project was formulated by aligning with the four key priorities outlined in the Sendai Framework for Disaster Risk Reduction (SFDRR[3], 2015-2030), which together served as its foundation. The project's five outputs or result areas concentrated on two thematic areas: urban disaster preparedness and earthquake preparedness. The project also contributed to five SDGs[4] by leveraging the competitive advantages of its three UN partner organizations.

7. This evaluation report consists of seven chapters and 10 annexes. These seven chapters encompass the following topics: (i) the contextual background, (ii) the evaluation methodology, (iii) the findings of the evaluation, (iv) an examination of cross-cutting issues, (v) the identification of good practices and lessons learned, (vi) a conclusion summarizing key points, and (vii) a set of recommendations for future actions. A total of 10 annexes were included to provide additional evidence and details to support the findings presented in the report. Together, the chapters and annexes effectively fulfill the objectives of the evaluation and meet the intended users' requirements for information. The report accomplishes this by addressing each of the essential evaluation questions outlined within the OECD-DAC evaluation criteria.

1.1 The context

8. More than two centuries have passed since the last major earthquake occurred in Western Nepal, and several scientific studies have indicated that another major earthquake is imminent. It is anticipated that this quake will have catastrophic consequences: it will impact lives, livelihoods, assets, and infrastructures on an unprecedented scale. Recognizing that Sudurpaschim, Karnali, and Lumbini Provinces and their major cities such as Birendranagar and Nepalgunj are interdependent in terms of connectivity, resource logistics, and shared infrastructure and services, the project aimed to fortify provincial systems and establish formal connections to facilitate a coordinated and unified response across the western region.

9. The project's primary focus was on earthquake preparedness in the Sudurpaschim, Lumbini, and Karnali provinces, with a particular emphasis on four urban municipalities: Dhangadi, Amargadi, and Jay Prithvi in Sudur Paschim, and Nepalgunj in Lumbini. The project sought to provide local and provincial stakeholders with a deeper understanding and shared awareness of earthquake and urban risks. This understanding was in turn intended to lead to an increase in the efforts, capacities, and skills at various levels, including the community, ward, municipal, cluster, and provincial levels. The ultimate goal was to enable the planning and execution of comprehensive earthquake and urban disaster preparedness and emergency response actions through effective coordination mechanisms.

10. The project also concentrated on earthquake preparedness in three strategically important municipalities in Sudurpaschim Province: Dhangadi, Amargadi, and Jaya Prithvi. These municipalities were chosen due to their critical locations, significant infrastructure, and roles in providing administrative services. The project aimed to establish and demonstrate a well-equipped system with coordinated response mechanisms to enhance emergency response effectiveness. Dhangadi, the provincial headquarters of Sudurpaschim province, played a central role. Amargadi and Jaya Prithivi, which are situated in high-risk mid-hill regions, served as essential hubs for hinterland municipalities and remote areas, respectively. The project collaborated with specific wards within each of these municipalities: wards 1 and 2 in Dhangadi, wards 5 and 7 in Amargadi, ward 3 and 7 in Nepalgunj, and wards 9 and 10 in Jayaprithvi. Its objectives included reducing the risk associated with imminent earthquakes and recurrent urban hazards like fires as well as building the capacity

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[3] 1. Understanding disaster risk; 2. Strengthening disaster risk governance to manage disaster risk; 3. Investing in disaster risk reduction for resilience; 4. Enhancing disaster preparedness for effective response and to "build back better" in recovery, rehabilitation, and reconstruction.

[4] SDG 5: Achieve gender equality and empower all women and girls; SDG 10: Reduce inequality within and among countries; SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable; SDG 16: Promote peaceful and inclusive societies for sustainable development; and SDG 17: Strengthen the means of implementing and revitalizing global partnerships for development.

of communities and municipalities to effectively plan and prepare for responses at both the local and the municipal levels.

11. This project is integrated into UNDP's flagship program on disaster risk reduction and management (DRRM) – the Comprehensive Disaster Risk Management Program – and is being carried out with active engagement from UNICEF and UN Women.

1.2 Project description and overview

12. The project's strategy and theory of change (ToC) were established during the inception phase and consistently applied in all subsequent phases. An analysis of the project's results framework, which includes its logic, strategy, and indicators, demonstrates that the project's objectives and components were well-defined and closely interconnected. They were also practical and capable of being implemented within the specified timeframe, even in the face of external challenges. In addition, the project was closely aligned with the country's priorities, and its actions were guided by the needs and context of the country, a fact reflected in its robust design. The project's five outputs effectively contributed to the accomplishment of the project's overall objectives and goal. The ToC included a clear definition of the problem to be addressed, its root causes, desired outputs, an examination of obstacles to and facilitators of achieving key outcomes, and a comprehensive plan for addressing these obstacles.

13. During the project's design phase, significant attention was given to incorporating the broader development context of the Nepal government. Moreover, national priorities and the global obligations of UNDP, UNICEF, and UN Women, particularly regarding the United Nations Development Assistance Framework (UNDAF) Outcome, were taken into consideration when formulating the project's objectives and outputs. The project is thoroughly grounded in relevant national development priorities, especially the vision, goal, objectives, strategies, and operational policies outlined in the Fifteenth Plan for DRRM (Chapter 10.8) and inclusion (Chapter 10.6). Its design was informed by key processes and recent developments in Nepal's constitutional powers and aspirations, including the restructuring of public institutions and the enactment of new laws aimed at safeguarding and empowering Women and other marginalized groups. In addition to aligning with the SFDRR, the project's interventions and objectives were guided by globally, regionally, and nationally agreed-upon indicators that have either already been or are in the process of being localized. Examples include indicators from the Asian Ministerial Conference on DRR, the national strategic plan of action for DRR, and those of Nepal's SDG indicators that measure changes in resilience. The project was also shaped by key insights gleaned from the 2015 earthquake, the 2017 floods, and other localized disasters. Mid-course adjustments were made based on lessons learned from events such as the Doti earthquake of 2022 and the Karnali floods of 2022.

14. Because GEDSI is of paramount importance to the project, the project carried out specialized GEDSI analysis to identify instances of gender discrimination and assess how disasters may intensify inequalities within communities during disasters. This analysis delved into gender-specific impacts and requirements within communities and considered a wide range of intersecting identities, such as gender, age, disability, caste/ethnicity, equity, urban/rural residence, vulnerability, marginalization, and other relevant variables. Afterward, the project recommended corrective measures to incorporate into preparedness plans, DRR efforts, and disaster response strategies. The GEDSI perspective was integrated into the planning and implementation of all project activities, including initiatives aimed at raising awareness and addressing the specific GEDSI-related needs and capacities of communities, including the need to collect disaggregated data.

15. The total project resources amounted to US$ 2,910,216.72. At the end of August 2023, approximately 87% of the project budget had been utilized. The project was funded by the European Civil Protection and Humanitarian Aid Operations (ECHO). Originally scheduled to run for 24 months, from August 2021 to July 2023, the project received a four-month extension, extending its duration to November 30, 2023. Additionally, it obtained supplementary financial support of $550,050 from ECHO, while consortium members contributed $365,926.86, resulting in a total budget of $915,976.86.

16. The project document skillfully illuminates the various social, political, economic, and institutional factors as well as the geographical landscape within which the intervention took place. It also addressed various challenges, barriers, and opportunities, many of which are still relevant. The project's strategy, as outlined in the project document, remained predominantly unchanged throughout the project's entire duration.

17. In terms of geographical responsibilities, UNDP took charge in Sudurpaschim and Karnali provinces, as well as the municipalities of Dhangadhi, Amargadhi, and Jayaprithvi, while UNICEF assumed responsibility for Lumbini Province and its Nepalgunj Sub-Metropolitan City. Thematically, cluster and humanitarian-level engagements were led by UNICEF, including in areas such as water, sanitation, and hygiene (WASH), education (in collaboration with Save the Children), and protection (in partnership with UNFPA). UNDP took the lead on urban and other earthquake preparedness, while UN Women lead on Gender Equality, Disability, and Social Inclusion (GEDSI).

1.3 Project objectives

18. The primary objective of the project was to improve awareness and foster a shared understanding of earthquake and urban risks among local and provincial stakeholders in order to boost endeavors, capabilities, and competencies at the community, ward, municipal, cluster, and provincial levels. The overarching goal was to facilitate the development and execution of comprehensive and inclusive earthquake and urban disaster preparedness as well as emergency response measures. In addition, the project aimed to bolster provincial systems and establish formal linkages among them to ensure a harmonized and united response. At its core, the project aimed to mitigate the risks associated with earthquakes and recurring urban hazards such as fires as well as to enhance the planning and readiness capacities of municipalities and provinces, thereby enabling them to respond effectively to emergencies.

19. The Project focusses on 5 output/result areas provided below which are explained hereunder:
    - *Output 1:* Shared understanding/ anticipation for managing earthquake and urban risks.
    - *Output 2:* Systems strengthening at provincial and local levels (coordination mechanisms, plans)
    - *Output 3:* Clusters-specific preparedness, and improved coordination and interlinkages between province, local levels, and humanitarian stakeholders
    - *Output 4:* Demonstrating specific measures for reducing disaster risk in urban municipalities and provinces through enhanced preparedness.
    - *Output 5:* Advocacy and policy engagement for enhancing humanitarian preparedness and reducing disaster risk.

2. The evaluation objective and scope

2.1 Evaluation scope

20. The final evaluation encompassed the complete scope of the project, including interventions at all levels of government (federal, provincial, and local). The evaluation focused on several key aspects, including the relevance, coherence, efficiency, effectiveness, impact, and sustainability of the intervention. Furthermore, it assessed how the intervention aimed to incorporate GEDSI issues and apply human rights-based approaches in the design and execution of the project at all administrative levels.

2.2 Evaluation objectives

21. Specifically, this evaluation accomplished the following objectives: (i) assessed the attainment of project results, (ii) evaluated the impact of the project and its sustainability, (iii) reviewed the progress made towards the project's objectives and outcomes, (iv) analyzed the efficiency and cost-effectiveness of the project, (v) identified both the strengths and weaknesses in the project's design and implementation, (vi) gauged the project's sustainability and its integration of GEDSI considerations, and (vii) provided recommendations to enhance the design of future projects. In essence, the evaluation process aimed to comprehensively examine the project's outcomes,

methodologies, challenges, and accomplishments while simultaneously offering guidance for refining future initiatives of a similar nature. The evaluation was centered on the following key areas:

- *Assessing achievement of results:* This task involved determining the degree to which the intended outcomes had been realized.
- *Evaluating impact and sustainability:* The evaluation aimed to understand the long-term effects of the project and the likelihood that its initiatives will be continued once the project comes to an end.
- *Reviewing progress towards objectives and outcomes:* The assessment aimed to measure the alignment of the actual results with the project's stated objectives and desired outcomes.
- *Analyzing efficiency and cost-effectiveness:* The evaluation sought to understand how efficiently the project had progressed toward its goals and whether or not it had used resources effectively.
- *Identifying strengths and weaknesses in design and implementation:* The evaluation aimed to uncover both positive aspects and areas needing improvement in the project's planning and execution.
- *Evaluating the project's sustainability and gender equality/social inclusion contribution:* The assessment included an analysis of the project's lasting impact and its role in promoting gender equality, disability and social inclusion (GEDSI) within the context of integrating and localizing SDGs.
- *Providing recommendations for design improvements:* This task involved suggesting how to modify the project's design to increase chances of succeeding and identifying specific factors to consider when designing similar future projects.

22. In essence, the evaluation process aimed to comprehensively examine the project's outcomes, methodologies, challenges, and achievements and, at the same time, to offer guidance for refining future endeavors of a similar nature.

2.3 Evaluation criteria and evaluation questions

23. The evaluators followed the OECD-DAC's revised evaluation criteria--relevance, effectiveness, coherence, efficiency, impact, and sustainability—a well as three cross-cutting criteria: partnership, GESI and human rights. The guiding questions are outlined in Annex 4 and 5.

2.4 Evaluation approach.

24. The evaluation adopted a summative approach to assess the extent to which the project has achieved its expected outputs and results, particularly the higher levels of programmatic outcomes. It also thoroughly reviewed and discussed the project's progress and accomplishments and examined the degree to which the intended outcomes have been realized.

25. In addition to this summative evaluation, the evaluation also incorporated a formative element that assisted in identifying and documenting valuable lessons learned along the way that are relevant to the design and implementation of similar projects in the future. It also used a constructive and participative approach in that it closely collaborated with the project team and consulted key informants and stakeholders. Through these collaborative efforts, the evaluation team gathered valuable insights, perspectives, and feedback from those directly involved in or affected by the project. These evaluation approaches provided opportunities for collaborative reflection and the formulation of lessons learned. In cases where targets were not met or seem unattainable within the planned timeframe, this evaluation carefully examined the underlying reasons and engaged stakeholders in exploring potential causes of the failure, whether due to project design, implementation arrangements, or other factor.

26. The evaluation process comprised the following key phases:

- *Initial desk review:* The evaluation team conducted a comprehensive analysis of relevant documentation to establish a foundation for the evaluation.

- *Inception report preparation:* An inception report outlining the evaluation's framework, methodologies, and objectives was developed.
- *Field visits to project areas:* The team physically visited project locations to gather firsthand information and observe the on-the-ground situation.
- *Data analysis and interpretation:* The team thoroughly analyzed the collected data to draw meaningful conclusions and insights.
- *Report writing and finalization:* The findings, analyses, and recommendations were compiled into a comprehensive draft report, which then underwent a refinement process to develop a final version.

2.5 Evaluation method

27. Given that resources and time were limited and that the ToR was central, the evaluation methods focused on qualitative assessment. The required quantitative data was managed from secondary sources and project's MIS. This approach yielded plenty of data that collectively helped answer the evaluation questions, achieve the evaluation purposes, and establish the credibility of the findings, conclusions and recommendations.
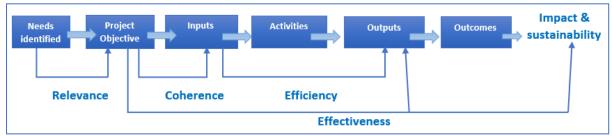

Figure 1: DAC Evaluation criteria

28. To ensure that the evaluation complied with the scope and intent outlined in the terms of reference, ToR (see Annex-1) and to ensure the comprehensiveness of data collection, a combination of qualitative and quantitative tools and techniques were employed. The qualitative methods the evaluators favored were tailored to delve deep into the raw data, extract nuanced information, and generate valuable insights regarding the project's achievements and lessons learned.

29. The Evaluation Team will employ a mixed approach for data analysis, which involves analyzing both quantitative and qualitative data and triangulating the findings from each type. For qualitative analysis, a thematic approach will be utilized along with a content analysis tool.[5] Responses will be categorized and grouped based on similarities to identify key issues and concerns expressed by respondents. Quantitative data will be analyzed using Excel tools as necessary.

2.6 Data collection

a. Qualitative information

30. The evaluators arranged a kick-off meeting with the project team to strategize its assessment of secondary information and determine the methodologies and approaches to use to gather primary data and supporting evidence. Together they outlined sample activities for fieldwork, including (i) the selection of specific project activities to visit within the designated project wards and (ii) the identification of communities within each project intervention area to hold consultations in Communities and schemes were selected using a combination of random sampling techniques within a purposive sampling framework to ensure that diverse demographic categories including class, age, gender, disability, caste, ethnicity, wellbeing, and socio-economic backgrounds would be represented. The kick-off meeting was instrumental in providing the evaluation team with an overall understanding of the project, particularly its context, noteworthy achievements, challenges and bottlenecks, and insights gained. By having such contextual knowledge before it conducted a project desk review and field visits, the evaluation team was better equipped to assess project

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[5]This is the technique usually used to analyze qualitative data.

documents from a multifaceted perspective and thus, in turn, better able to design effective data collection tools and instruments aligned with the project's objectives and context.

31. Before conducting a field mission, the evaluation team carried out a comprehensive examination of secondary materials pertaining to the project (refer to Annex 7) using a template to pinpoint relevant themes and preliminary insights. Conducting a desk review also enabled the evaluation team to acquire sufficient facts and insights to form initial impressions. It was also able to triangulate and cross-verify data because it has been sourced from multiple outlets and through various tools and methodologies. This approach ensured a more comprehensive and reliable assessment.

32. The evaluation field mission commenced on August 10th and concluded on August 25th, 2023 (refer to Annex-2). Participatory methods and techniques such as focus group discussions (FGDs) and key informant interviews (KIIs) were employed to gather qualitative insights. When identifying participants for FGDs, the evaluation team took into account factors such as gender, ethnicity, and other social differentiators to ensure it would get a comprehensive and inclusive perspective. The team conducted on-site visits to various communities, meticulously assessing the project's initiatives. Its effort was facilitated by a checklist of pre-prepared guiding questions. Primary data was collected through 42 KIIs and 4 FGDs. See annex-6 for list of project stakeholders and annex-8 for list of people consulted as part of this evaluation.

33. The evaluation team systematically evaluated the project's activities and accomplishments by employing the "quick scan" methodology to methodically compare them to the project's objectives and indicators. In addition, the team used a results-based management strategy, coupled with the "most significant change" method, to pinpoint the project's significant impacts in terms of risk reduction and alleviation of suffering. In order to substantiate the qualitative findings, the perspectives of direct beneficiaries and stakeholders were captured and presented as direct quotations where appropriate. During discussions and interviews, the evaluation team thoughtfully engaged the project communities, actively listening to their concerns and issues and documenting methodically for inclusion in the evaluation report. The evaluators also gathered substantial evidence so they would be able to establish the key learning and effective practices that had emerged as a result of this project.

b. Quantitative information

34. For quantitative information, the evaluation team depended on secondary data generated by the project (see Annex 7). During the desk review, the evaluation team meticulously analyzed quantitative data by creating tables and cross-referencing the accuracy of its findings with assistance from project personnel. Data collection and analysis were thoughtfully structured to incorporate gender perspectives, employ disaggregated data, and encompass a wide array of stakeholders. Throughout the evaluation, the team scrupulously upheld all ethical considerations associated with human subject research, including the principles of anonymity, confidentiality, and informed consent.

2.7 Triangulation and analysis of the overall findings

35. Triangulation of findings conducted by comparing and cross-checking the primary information obtained through KIIs, FGDs, observations of tangible results at project sites, the "Most Significant Change" technique, and case studies with the data and information documented. This approach will ensure the reliability and validity of the data and contribute to the overall production of evidence-based TE findings that are credible, reliable, and valuable. In cases where findings seem too exceptional to be true, elements of "outcome harvesting" will be employed. This involves specific follow-up with key informants and other sources to further investigate and validate the findings.

36. The methodologies detailed in sections 2.1.1 and 2.1.2 enabled the evaluation team to amass substantial evidence regarding the project's outcomes. In its analysis of qualitative data, the team employed a thematic approach and content analysis to triangulate the project's results and outcomes. It organized responses into similar categories, thereby identifying recurring and pivotal issues of significance to respondent. To analyze quantitative data, in contrast, the team used Excel

tools. The data collected included primary, secondary, qualitative, and quantitative data, each obtained through diverse tools and techniques. The various data sets were subsequently organized, synthesized, and analyzed to draw distinct conclusions and, from those conclusions to make strategic recommendations. These recommendations are designed to guide the crafting of future similar projects.

37. The evaluation method and approach fostered the participation of stakeholders and intended beneficiaries using different qualitative tools and techniques, which together contributed to the credibility of the evaluation and its overall findings and conclusions.

38. As called for in the ToR, this evaluation was an independent, impartial, and rigorous process which upheld various standards of personal and professional integrity and adhered to the principles outlined in the United Nation Evaluation Group (UNEG) Ethical Guidelines for Evaluations. To maintain high ethical standards, this evaluation has provided credible and reliable information, ensured the security of collected information, used data exclusively for the evaluation only, adhered to fundamental principles, including impartiality and independence, created an environment of trust and cooperation, prioritized reliability by utilizing robust data collection and analysis techniques, and fostered trust and collaboration.

2.8 Constraints/limitations

39. Collecting data was challenging. Initially, a physical visit to Amargadhi Municipality in Sudurpashchim Province was hindered because of logistical and operational hurdles. A substantial landslide had blocked the highway, disrupting travel, and there was no alternative route. An alternative method was sought: the evaluation team conducted Zoom meetings with project staff, partners from RUWDUC, and Women masons[6] being trained in and implementing retrofitting. These remote interactions were utilized to gather essential data and evidence. The team also organized a series of one-on-one consultations with project staff. Through these substitutions, the team made an earnest effort to make up for the limited number of FGDs due to its inability to visit Amargadhi. Throughout the data collection phase, the evaluation team strongly emphasized obtaining the most pertinent and high-quality data feasible. Its dedication ensured that the evaluation was thorough and informative.

40. The data collection phase lasted from August 9, 2023, to August 27, 2023, and coincided with the peak of the monsoon season. During this time, some project stakeholders were engaged in flood and inundation response activities, thus making it hard to secure their undivided attention. To address these challenges, the evaluation team was flexible and accommodated the stakeholders' preferences for times for interviews and consultations. The evaluation team adeptly handled all the hurdles by implementing effective contingency plans and was able to counteract any potential negative impacts on the quality of the evaluation findings.

3. Evaluation findings

3.1 Relevance

a. Alignment with national development priorities, country program outputs and outcomes, the UNDP and UNICEF strategic plans, UNSDF and the SDGs

41. The project was designed to contribute to various national and organizational policy documents. At the national level, the project aligns with the Constitution of Nepal (2015), National Disaster Risk Reduction and Management Act and Policy (2017), National Disaster Risk Reduction Strategic Action Plan (2018 – 2030), National Gender Equality Policy (2021), and Ten-Year Action Plan on Disability (2016-2025). It also aligns with various DRRM acts, policies, and strategic plans at the provincial and local levels in the project's three provinces and four local governments (see Annex-9, table 1 and 2).

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[6] Women masons are actively involved in raising awareness about retrofitting within the community. They also contribute as regular masons by handling minor repair and maintenance projects in the community. These skilled women masons will play a pivotal role in the replication process, including taking on leadership roles in the community. Moreover, they are officially acknowledged as proficient masons capable of handling reconstruction and construction projects within the municipalities covered by the project.

42. The project supports the UNDP Strategic Plan, in particular outcomes 1.3.1 (Assessment and Planning), 2.3.1 (Data and Policy), 3.3.1 (Evidence-based Assessment and Planning Tools Application), and 3.3.2 (Gender-Responsive and Risk-Informed Mechanisms).The project contributes to the following country program outputs and outcomes:
    ● Number of losses of human life compared to average annual loss between 2005 and 2015; Baseline (2016): 1,100; Target (2022): 350
    ● Percentage reduction in direct annual economic loss due to damage and/or loss of agriculture, housing, and critical infrastructure; Baseline (2016): 2%; Target (2022): 0.4%
43. Similarly, the project is in line with UNDAF (2018-2022) Outcome 3, Resilience, Disaster Risk Reduction and Climate Change, which states that by 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and disaster are strengthened at all levels. At the further higher level, the project contributes to five7SDGs: 5, 10, 11, 16, and 17.

b. Relevance to targeted provinces, municipalities and communities

44. The project was relevant to the targeted areas because it selected its areas of work based on the findings of scientific studies, prioritized issues that were highlighted as important by the needs assessment, helped translate existing relevant policies to action, and filled policy gaps.
45. Various scientific studies have shown the possibility that a major earthquake will strike the western part of Nepal because the seismic gap surpasses the return period (ESF, 2023). Such an earthquake could be catastrophic; in fact, it could have an unprecedentedly adverse impact on lives, livelihoods, assets, and structures due to pre-existing vulnerabilities and the low level of preparedness. A needs assessment conducted by the project suggested that provincial authorities were not adequately aware of these potential consequences. Although there were attempts to formulate pertinent acts, policies, strategic plans, and guidelines under the guidance of the federal government, these efforts were confined to written documents, some of which lacked proper contextualization. The project chose to work in three western provinces where the needs assessment highlighted the scope to minimize urban risks as well as to improve not just earthquake preparedness but also fire preparedness. The risk of a fire hazard would be elevated following any earthquake-induced devastation. The project chose to work in remote urban core areas with high population densities that were highly vulnerable to earthquake damage. According to research carried out by Durham University, these areas included wards 9 and 10 of Jayprithvi Municipality. Nepalgunj Sub-Metropolitan City was selected due to its pivotal position: it is the gateway to all of Western Nepal in terms of supply chains. If a major earthquake were to occur in the west, all supply chains would likely cease to function. If that were the case, Nepalgunj could help fill the supply gap as it has an airport and Indo-Nepal border is very closed by.
46. Given that Nepal is rapidly urbanizing, the project's focus on urban risks is relevant. The impact modeling and vulnerability risk assessment (VRA) carried out by the project also revealed the acute need to work on earthquake and urban risks preparedness. During field consultations, it was suggested that stakeholders would further benefit if the project focused on multiple hazards rather than just earthquakes and fires since other hazards such as floods, inundation, landslides, and epidemics are already prevalent and some could even be triggered by an earthquake. Project consortium partners have demonstrated great flexibility, however, and incorporated the spirit of multi-hazard preparedness as much as possible, including by preparing multi-hazard policy documents and channelizing organization's core funds to provide flood response equipment such as rubber motor boats.
47. During the evaluation field work, government stakeholders commended the project's significance in light of the limited technical capabilities of the recently structured provincial and local governments and the fact that very few projects had approached them to provide technical support in the field of disaster risk reduction and management (DRRM). The project's activities were all relevant; each bridged a critical gap in DRRM at a time when the government's DRRM

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[7]SDG 5: Achieve gender equality and empower all women and girls; SDG 10: Reduce inequality within and among countries; SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable; SDG 16: Promote peaceful and inclusive societies for sustainable development; and SDG 17: Strengthen the means of implementation and revitalize the global partnership for developments

mechanism was still being institutionalized. For instance, National Disaster Risk Reduction Management Authority (NDRRMA) is still developing a system for generating situation reports for emergency operation centers (EOCs). At this stage, the project's decision to second information management officers (IMOs) at EOCs to produce smart, up-to-date reports with informative info-graphics is relevant. Because provincial and local governments did not have adequate technical expertise to produce GEDSI-sensitive and technically sound plans, the project brought in technical experts from different parts of the country to ensure that there would be top-quality plans and policies at the provincial and local levels.

c. Adoption of lessons learned from other relevant projects

48. Astutely, the project integrated valuable insights gleaned from similar initiatives into its own design. For example, at the design phase, the project adopted several proven lessons learnt from UNDP's Urban Disaster Preparedness Action (ECHO/-XA/BUD/2019/91031).These include sensitizing people to fire and earthquake hazards; adopting a people-centered approach that engages with Women, youths and other highly vulnerable groups as part of capacity-building and risk mitigation initiatives; developing a standardized training curriculum for firefighters; and employing participatory and scientific tools for risk assessment to sensitize stakeholders; and disseminating the findings of scientific studies. Other lessons included strengthening EOCs to improve their disaster response; encouraging communities to use local tools, resources, and methods to promote effective preparedness and response; persuading local governments to carry out small-scale mitigative activities to reduce disaster risks; and focusing on emergency preparedness and response plans and relief guidelines to clarify the roles of different governing entities, avoid overlaps, and effectively expedite humanitarian relief to overcome suffering. The project's decision to build on earlier learning was praised by project stakeholders as it reduced the likelihood of failure as there was no need to pilot, test and trial new activities.

d. Logic and coherence of the project design

49. The project's objectives seem logical and coherent and there is a cause-and-effect relationship between its objectives and its activities. The intended outputs contribute to the achievement of the project's objectives. The five outputs of the project are five well-connected processes. The first output focuses on increasing the awareness of stakeholders through scientific studies, impact modeling and so on. The second output involves strengthening systems and advancing procedures by focusing on EOCs, technical documents, training, and planning. The third output contributes to coordination, including cluster coordination. The fourth output oversees community-level preparedness and mitigation, both structural and non-structural. Finally, the fifth output focuses on policy engagement. While the design of the project is logical, the project is quite ambitious in that it envisions carrying out 125 activities within about two years, meaning that there is very limited time to carry out each activity, maximize its result and optimize synergy among all the activities. For instance, although this was not the ideal sequence of activities, provincial disaster response frameworks (PDRFs) had to be formulated ahead of intra-provincial midline simulation exercises due to a rush to achieve deadlines. During field consultations, some project staff who had joined the project after the design phase observed that the vague wording of activities and complex e-single form (project document) initially made it difficult for them to understand the crux of the project. Limited inductions of and orientations for project staff to ensure all shared a similar understanding and operated at a similar pace also was an issue. Project stakeholders noted that there was limited correlation between the numbers of activities, the total duration of the project, and the human resources available. A thorough induction of staff coupled with a detailed implementation plan or guideline to carrying out activities could easily have cleared up confusions. Despite these shortcomings, the project was successful in implementing a large number of activities in a short period of time and exploring previously unexplored disaster risk management (DRM) areas and initiatives such as inter-government resource pooling and the inclusion of people of diverse sexual orientations, gender identities, gender expressions and sex characteristics (SOGIESC) through its own internal contingency plan for and approach to mobilizing its three consortium members using earlier ideas, expertise, institutional connections, and social capital. It

is noteworthy to mention that having UNDP as the provincial focal agency in Sudurpashchim, UNICEF in Lumbini and WFP in Karnali also helped a lot in reducing programmatic gaps through meaningful coordination and collaboration. UN Women provided gender, inclusion, and protection lens in program implementation, supporting both UNDP and UNICEF and bringing together agencies of vulnerable groups like representatives from people with disability, single Women's group, ethnic group, *dalit* groups and so on.

e. Ability to meet the needs of the target groups

50. According to the project document, the target groups of the project were single Women, the urban poor and daily wage workers, people with disabilities, the elderly, orphans, squatters, and marginalized households that would directly benefit from risk mitigation measures and volunteer training (ESF, 2023). The project was able to reach its target groups particularly through community-level activities, policy dialogue, consultation, trainings. It designed activities to meet the needs of the target groups after considering four significant gaps or challenges: the low level of preparedness, limited capacity, and cultural isolation of the selected communities and the fact that closely built settlements are prone to several urban risks. During field consultations, local beneficiaries asserted that project initiatives such as capacity-building training, targeted training for vulnerable and minority groups, and project advocacy for GEDSI-friendly and community-centered disaster governance were highly relevant. They did think, though, that additional refresher trainings were needed. The project provided an important entry point for integrating GEDSI into provincial and local disaster risk reduction (DRR) policies as it provided many avenues and ideas for designing similar projects in the future.

51. Project staff reported that it had been difficult to ensure that a large number of Women participated in provincial-level activities primarily due to the predominance of men in government decision- making positions. That said, the project's partnership with and engagement of organizations working with people with disabilities and cluster organizations helped it to reach out to a large number of target groups. The project made an effort to create an enabling environment for people with disabilities and people with diverse SOGIESC in all of its activities. For instance, in Dhangadhi Sub-Metropolitan City, an orientation on GEDSI issues and related terminology was provided before starting any policy preparation process. As a result, GEDSI sensitivity was visible in all project activities, from the planning of documents to the simulations.

52. The project's approach to engaging the private sector in DRRM was also greatly praised by stakeholders during field consultations. In the words of a representative from the Chamber of Commerce and Industries:

> "*The private sector is the primary investor in any community, making it the most significant stakeholder in DRRM. It faces the highest risks and also possesses the greatest capacity to offer responsive support. Although the private sector has contributed to response, its efforts are not adequately recognized. For this reason, the project's decision to involve the private sector, including insurance companies, and to focus on preparedness is highly relevant. The project's approach will certainly create many avenues for the private sector to contribute to risk reduction and resilience-building even beyond the response phase.*"

53. During the evaluation fieldwork, some stakeholders said that the project would have been even more relevant if schools had been identified as direct beneficiaries in the project design since school children are directly hit by mega disasters and schools are often used as evacuation centers after an earthquake or other disaster, thereby hampering education. At the implementation level, however, the project somewhat minimized this gap through activities such as advocacy for DRR-based curriculum in schools, street dramas, fire management training in and around school areas, and re-wiring and retrofitting initiatives in schools.

3.2 Effectiveness

a. The quality, quantity, and timing of delivery

54. The project was successful in ensuring good quality. Qualified consultants were selected and additional orientation was provided before initiating any new task to ensure that the work would be of good quality and completed on time. For instance, before organizing first aid training in the project municipalities in Bajhang and Dadeldhura districts, a special training of trainers (ToT) was

provided to NRCS in Dhangadhi Sub-Metropolitan City by bringing experts from Kathmandu. The project's approach to developing and securing approval for its concept note for each activity also ensured the quality of the work. Continuous guidance from the expert staff of consortium members and from government authorities and regular monitoring by the donor also helped enhance quality. The project's quality was also enhanced because it practiced GEDSI sensitivity and ensured the meaningful and inclusive engagement of all categories of participants in all project activities.

55. In terms of quantity, the evaluation team found that the majority of the planned activities were completed as targeted, thus achieving result indictors 1.1, 1.2, 2.1, 2.2, 2.3, 3.2, 4.4, 4.5, and objective indicators 2 and 3. Since the project is still in operation and some end-line assessments have yet to be conducted the actual quantity of activities and the degree to which targets were met could not be determined. That said, consultations with stakeholders, meetings with project staff, and review of secondary data revealed that most of the project's targets had already been met or were on track to being met. In fact, the project has already surpassed its original targets for some indicators. For instance, 144 cluster members (64 men, 73 Women and 7 others) rather than the targeted 50 were trained to integrate protection issues (see Annex 9). In addition, the project trained 62 personnel (58 men and 4 Women) from various security forces against the targeted 60 (see Annex 9). The project targeted the dissemination of information, education and communication (IEC) materials/messages related to DRR to 31,559 people in various languages, depending on the local context, to be able to reach the beneficiaries. Out of the total number of beneficiaries, 19,995[8], the percentage of beneficiaries aged 0-59 months, 5-17 years, 18-49 years and 50 years and more were 9%, 25%, 52% and 14% respectively. Thanks to the project's shrewd use of online platforms as well as its offline efforts, the messages were disseminated to far more number of people; indeed, 1,221,953 people benefited directly or indirectly through the distribution of materials, events and radio public service advertisements. In addition, about 1,264,633 and 62,619 people were made aware through Facebook and other social media respectively (See Annex 9). The evaluation team examined 18 indicators, with 5 meeting their targets, 5 exceeding their set targets, and 8 yielding undetermined results due to early timing of the evaluation. The remaining indicators were in the process of being completed. In general, the results framework seems logical but a slightly ambitious given the project time frame. While the activities are logical, their wording is vague for the outsider.

56. The project commenced in August 2021 and had an end date of July 2023 until it was agreed that there would be a no-cost extension until November 30, 2023, making the total duration 28 months. Several factors affected the timeliness of the project. Making a UN-to-UN agreement among the consortium members—UNICEF, UN Women and UNDP—took more time than anticipated, and the delay led to a corresponding delay in project implementation. Also, UNDP's transition from ATLAS to a new contract modality, Quantum, between December 2022 and January 2023slowed the mobilization of project staff. Most project activities were consultant-driven, and a majority of activities necessitating consultancy services were delayed. The UNDP transition had implications for engaging the services of experts required for technical assistance. To avoid delay and make the best use of internal resources, some activities, such as simulations, were carried out by qualified project staff rather than by consultants. Since this was the first time UNDP collaborated jointly with UNICEF and UN Women for DRRM, clearly defining the partnership modality also took time. In addition, the fact that each UN agency had its own set of requirements and procedures for securing approval from regional offices or headquarters made it difficult for the project to gather momentum initially. However, the project did succeed in speeding up its activities in the later stages to compensate for the slow commencement and successfully bridged the gaps.

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[8] The cumulative count of direct beneficiaries reached as of August stands at 19,995 individuals. Additionally, an indirect outreach of 45,084 people has been achieved through initiatives such as the Municipal Emergency Preparedness and Response Plan (EPRP), Provincial and Municipal Relief Guideline, Municipal Business Continuity Plan (BCP), and Emergency Operations Centers (EOCs).

b. Factors affecting outputs

57. The project met its objectives in spite of numerous bottlenecks because it adopted an innovative but flexible approach. At the country level, project steering committee meetings were not held as frequently as planned. In addition, NDRRMA's high rate of staff transfer, the absence of a separate section and dedicated personnel to coordinate with development and humanitarian stakeholders, the lack of clear ToRs for NDRRMA personnel acting as the point of contact for development and humanitarian stakeholders posed difficulties for coordination. However, through regular follow-up and coordination with NDRRMA, the project was able to ensure its personnel were engaged in the monitoring and coordination of field-level activities.

58. Other hindrances included two rounds of nationwide elections, monsoon disasters, and festivities. While the newly elected representatives were gradually made familiar with the project and its objectives, getting their timely endorsement of the project-supported policy documents was a challenge.

59. In Lumbini Province, the shifting of the provincial headquarters from Butwal to Dang posed difficulties for organizing activities. Both civil society organizations and appropriate program venues were more concentrated in Butwal than in a Dang, a reduction which challenged logistical management. Since most influential civil society stakeholders are located in Butwal, organizing programs in Dang meant bringing participants from Butwal to Dang and arranging lodging even for half-day programs. Such arrangements were avoided as much as possible, however, to ensure the efficient mobilization of resources. In Sudurpashchim and Karnali provinces, project staff members who were not locals or originally from those provinces were initially seen as outsiders, a fact which made it hard for them to fit in with government stakeholders. Some stakeholders in both Karnali and Sudurpashchim provinces were reluctant to assign Women project staff to leadership positions owing to traditional cultural factors. However, over time, Women project staff managed to gain the trust and acceptance of stakeholders and to eventually serve as role models for and sources of motivation for other female stakeholders. In case of Dhangadhi Sub-Metropolitan City, the absence of local emergency operation center (LEOC) staff and buildings delayed the functioning of the LEOC at the outset.

60. Initially, getting government stakeholders to commit to prioritizing earthquakes and urban risks proved to be challenging due to their diverse risk perceptions and emphasis on recurring hazards like landslides and floods. The project was able to change their perspectives, however, after it conducted workshops on earthquake impact modeling as well as vulnerability and capacity assessments (VCA) and rapid vulnerability assessments (RVA) during the initial phases. The occurrence of an earthquake with its epicenter in Sudurpaschim Province (in Doti and Bajhang districts) about a year after the project also helped focus stakeholders' attention on earthquakes. Despite there being an economic crisis and a decrease in the government's overall budget, the project faced an increase in the expectations of government stakeholders. Nonetheless, the project effectively navigated these expectations and efficiently streamlined DRRM initiatives.

61. Many enabling factors helped the project stay on track and advance its activities. The desire to learn exhibited by government staff and support from political leaders, from mayors to ward chairpersons and members catalyzed project activities. The hard work of competent and motivated project staff was crucial throughout the project's duration. Monitoring visits from senior-level project team had a good influence on stakeholders as well as project staff. Furthermore, support from UN Resident Coordination Office (UNRCO) and other UN agencies were extremely helpful in preparing cluster plans and fostering meaningful coordination.

c. Achievement of project results directed at different target groups

62. The project effectively engaged men, Women, and vulnerable groups, including people with disabilities and the lesbian, gay, bisexual, transgender, intersex, queer/questioning, asexual (LGBTIQ+) community. Altogether, 3554 people directly benefitted from the project, which included 1632 Women, 1891 men, and 31 LGBTIQ+. The project reached out to these groups through policy dialogue, consultation, Women safety audit, gender analysis, gender audit, scenario planning and costing and GEDSI and protection trainings as well as community-level awareness initiatives such as training on fire management, first aid and light search-and-rescue (LSAR), street

drama, and household retrofitting. The project advocated for the rights of children, senior citizens, People with disabilities and other vulnerable groups through several communication and outreach products tailor-made for the contexts and needs on the ground and taking cognizance of the feedback from a rigorous consultation with stakeholders. These communication products were disseminated widely through online and print media and reached a large number of people in project areas and beyond.

Box-2: Key progress against the result-wise indicators

Result 1
- The number of people reached with IEC materials on DRRM was 2,443,906, far more than the targeted 31,559. This huge number of contacts was made possible through the distribution of materials (13,831), street theatre and school outreach through the game of Snakes and Ladders and orientations (2,628), radio and PSAs (1,203,500), mobile van campaigns (1,994), and social media (Facebook reached 1,221,953).
- More than 75% of population benefitted through hazard and risk assessment mapping and impact modeling. The target was 75%.
- The increase in the population and number of authorities with enhanced understanding of earthquake and urban risks over the baseline KAP survey was 41%. Its endline is yet to be carried out. The target is an additional 20% increase at the end of this project.

Result 2
- The project's records revealed that the number of people covered by early action or contingency plans is more than the targeted 45,084.
- A total of six EOCs (three MEOCs and three PEOCs), one more than the targeted five, are operational and meet the criteria for minimally functional EOCs.
- The project met the target for developing a Provincial Earthquake Response Framework (PERF) reflecting Health Emergency Preparedness Strategy based on the earthquake risk scenario and anticipated impacts.

Result 3
- A total of four coordination mechanisms, both inter-provincial and inter-municipal, have yet to be established and formalized. This work is still in process, but the degree of progress thus far suggests that the targets will be met.
- A total of 144 cluster members, almost three times the targeted 50, were trained to integrate protection issues in cluster contingency plans. Of them, 64 (44%) were men, 73 (51%) were Women, and 7 (5%) belonged to the LGBTQ+ community.
- The project planned to develop 15 cluster-specific contingency plans at the provincial level for effective response. Progress towards this target is good.

Result 4
- The project planned to construct 24 small-scale community infrastructures, facilities, or protection, and it has almost met the target (refer to Annex 9, table 3).
- A total of 1,111 of the targeted 1,300 community volunteers were trained to be CERT members and equipped with lifesaving response skills and readiness. Of the total trainees, 359 (32%) were men and 752 (68%) were Women. Training is progressing nicely and will likely reach the target.
- Ward and community readiness was increased by conducting eight emergency simulation exercises (target was 16). The project plans to conduct an endline simulation exercise (simex) after its community-level CERT training is complete. This endline simex will be critical for testing the knowledge and skills acquired by community members, community response volunteers, and ward and municipal authorities, to respond to a disaster event. A comparison of the baseline and endline simex reports will reveal how much change a taken place.
- A total of 62 security force personnel, two more than the targeted 60, were trained on technological solutions. Fifty-eight (94%) of the total participants were men and just four (6%) were Women.
- The project helped to retrofit ten demonstration houses, two more than the targeted eight, to demonstrate technical solutions to replicate elsewhere (see Annex 9, table 4).

Result 5
- The project organized nine of the ten targeted shared learning dialogues at the provincial and local levels and with the private sectors. The remaining national-level sharing workshop is planned to conduct in October (see Annex 9, table 5).

63. Numerous small yet impactful measures were taken to encourage the participation of all genders. For example, program venues were requested to provide sanitary pad disposal bins in bathrooms and sanitary pads were kept in accessible places during residential programs conducted in venues far from a market place. In addition, LGBTIQ+ participants in residential programs were offered single rooms to make their stays comfortable but could also chose a double if they preferred a

roommate. The majority of the trainings were organized on the ground floor so people with disabilities would have easy access. The evaluation team also discovered an instance in which the project covered the expense of a child caretaker to assist a woman taking GEDSI training in Surkhet. This is just one example among many efforts which together contributed to establishing a truly inclusive environment for all participants.

64. The project also played a crucial role in addressing the diverse needs of different target groups in disaster preparedness and response and contingency plans. During the evaluation consultation, the chief Women development officer of the Ministry of Social Development (MoSD) of Lumbini Province remarked that project-supported consultation workshops were crucial in seeing that the critical issues of adolescent girls, which were totally absent from earlier plans, were incorporated. The project's effort to ensure that all vulnerable groups including people with disabilities and LGBTIQ+ were represented was much appreciated by the protection cluster lead.

d. Incorporation of learning in subsequent processes of planning and implementation

65. Major lessons learned during project implementation were incorporated into the subsequent processes of planning and implementation. The culture set up by the Kathmandu project management team of encouraging field staff to share their major learning after each activity with other field staff to promote cross-learning facilitated the regular improvement of successive activities and was very commendable.

66. In the subsequent phases, the project team decided to conduct dedicated monthly meetings with (a) consortium members and (b) the field team, a decision based on learning from previous experience. Initially, the fact that the consortium members were unable to sit together and discuss and plan things jointly as a team, resulted in confusion and delay. The monthly meetings not only facilitated the seamless implementation of the project but also served as a platform for fostering innovation and synergy. This benefit was illustrated during the procurement of high-quality materials for retrofitting in Sudurpashchim Province. While Amargadhi Municipality initially encountered challenges in sourcing suitable materials, it eventually located a reliable vendor in Birgunj and was able to share its contact details with Jayprithvi Municipality, thereby enabling the latter city to galvanize its procurement process and save time.

67. Because the project had a suitable and flexible approach, almost all the issues identified during the course of the project were immediately corrected. For example, while the facilitator of the provincial-level GEDSI training was not prepared to have visually impaired participants, he was able to modify his approach to accommodate them immediately after receiving feedback from the project staff. Thus, instead of asking questions such as "what do you see in the given picture of presentation slide?" he started asking questions that excluded visual references. Some of the issues that informants identified need to be corrected in the near future. For instance, the project prepared impressive flex-charts showcasing information obtained from impact modeling studies and displayed them in Provincial emergency operation centers (PEOCs). However, they are all in English instead of Nepali, a language more readily welcomed and understood by government stakeholders.

68. Another example of the project's translating its insights into action was its effort to advocate that the government allocate budget to address project-identified needs beyond the scope of the project. Initially, retrofitting activities were not planned for Dhangadhi. However, recognizing the needs on the ground, the project engaged with the provincial Ministry of Physical Infrastructures and Development (MoPID), discussing the matter and seeking its commitment to allocate funds for mason training focused on retrofitting.[9] In another context, based on a recommendation made during a monitoring visit, the project is now planning an orientation on DRRM for parliamentarians.

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[9] Retrofitting training, adhering to the standard curriculum, spanned a period of 20 days within the project, certifying participants as trained masons. The project had a strategic goal of encouraging municipalities to expand their involvement by retrofitting an additional 4 houses within each municipality using their own resources. Upon the project's completion, there is a commitment from the project action wards and municipalities to take responsibility for retrofitting public buildings, including community health posts and schools, utilizing municipal funds. As an illustration, Ward 7 of Amargadhi municipality has pledged to retrofit two houses annually as part of their ongoing plan, with these skilled masons serving as primary instructors. Furthermore, these masons will actively engage in various construction projects within the community.

e. **Enhancement of the capacities of communities and local governments for better disaster preparedness**

69. Through numerous endeavors, the project has enhanced the capacities of communities and local governments to carry out preparedness measures. A total of 1,111 of the targeted 1,300 community volunteers were trained to be CERT members and equipped with lifesaving response skills and readiness. Of the total trainees, 359 (32%) were men and 752 (68%) were Women (see Table 1). Training is progressing nicely and will likely reach the target.

70. The project demonstrated retrofitting solutions and trained 80 local masons (27 Women, 33.75%) practice retrofitting. Journalists were also trained in humanitarian media reporting in coordination and collaboration with the UNDP/Parliamentary Support Project, Federation of Nepalese Journalists, and Ministry of Internal Affairs and Law (MoIAL). These initiatives helped to disseminate the project's key messages to a wide audience.

Table 1: Gender wise volunteer				
Criteria for the selection of volunteers	No. of volunteers			
	Men	Women	Other gender	Total
Dhangadhi	90	237	0	327
Amargadhi	78	161	0	239
Nepalgunj	138	263	0	401
Jayaprithvi	53	91	0	144
Total	359	752	0	1111
Percent	32	68		

Source: Project's record, 2023

71. Project-initiated risk assessments and mapping directed the attention of community people and government officers towards disaster preparedness. In the words of a ward representative in Nepalgunj Sub-Metropolitan City:

> "*The compendium of maps including details on open spaces, multi-hazard risks, vulnerable people, inundation risks, fire risks, earthquake risks, and categorization of buildings by type and storey is an invaluable asset for the local government and a legacy of the project which will be very useful for preparedness and response. Using these resources, we were able to convince agencies to collaborate with us on risk-reduction initiatives. We feel that this gift from the project will be instrumental in our efforts to leverage more resources from other agencies in the immediate future.*"

72. Government representatives liked the booklets of maps so much that have already allocated budget to replicate similar initiatives in all non-project wards.

73. LEOCs made functional by the project through the secondment of skillful IMOs helped make stakeholders more alert and better prepared. These IMOs ensured that the centers in which they were posted produced daily situation reports for all concerned stakeholders. The project also helped decrease the loss and damage due to disasters by disseminating situation reports and early warnings and mobilizing EOCs. In Dhangadhi Sub-Metropolitan City, for example, agricultural loss during the monsoon was substantially reduced thanks to the early warning and advisory messages sent to ward representatives, local government section heads, journalists, and school principals.

74. The project helped formulate preparedness and response plans, thus providing governments with a stepping stone toward rolling out disaster response activities. During the evaluation field work, the secretary of the provincial Ministry of Home Affairs (MoHA) remarked that the project's policy document support was the best intervention as it sensitized the provincial government to the need to fulfi l the remaining gaps in its policy landscape, such as formulating a disaster management fund operation guideline. Project inputs to improve the DRRM Act and DRRM Policy, which are currently being finalized for approval, were highly appreciated by the provincial MoHA of Lumbini Province. Stakeholders believe that the project's support for developing policy documents had an indelible impact on urban and earthquake resilience and disaster preparedness and response scenario in the project's target areas. Almost all the stakeholders interviewed during evaluation fieldwork praised the project's support for developing plans, standard operating procedures (SOPs) and guidelines more than any other project activity. Government officers believe that the technical knowledge incorporated into these policy documents will enable them to implement good-quality disaster preparedness and response actions in the future as well. They also added that, in some cases at least, the project would done better had it explored ways to limit the role of consultants and increase the role of government stakeholders in document preparation (e.g. PDRF formulation) and editing (in Nepali). The project did, however, form a technical working group and attempted to give space to government officers to provide input. Not only did the

project support the formulation of new policy documents but it also provided inputs for improving draft documents related to DRRM. For instance, Lumbini Province incorporated inputs from the project related to resettlement into its draft DRRM act and policy. The willingness of provincial ministries to replicate the project-introduced idea of organizational business continuity plans (BCPs) indicates that the project was indeed successful in increasing awareness about and the motivation to work on disaster preparedness and response at the provincial level.

75. The capacity-building of DRR focal persons at provincial ministries overseeing DRRM (i.e.MoIAL/ MoHA) was one of the project's greatest accomplishments. As the ministry frequently transfers of DRR focal persons, new officers desperately need capacity-building. In the words of the DRR focal person of the MoIAL of Lumbini Province:

> "*The entire project served as a crash course on DRRM and on-the-job-training for me. I learned the whole concept of the DRM cycle and all about GEDSI and become more sensitive towards both these issues thanks to the project. Even when I get transferred to another office, I will take this learning with me and share it with others. I realized for the first time that disaster risk reduction is the business of everybody—the government, private sector and civil society.*"

76. The project was able to apply early feedback and learning in later processes of planning and implementation. For instance, between 15 and 17 May 2023, the project involved a DRR expert and a politician to enhance DRM activities. It plans to carry out similar actions to orient parliamentarians in the three targeted provinces by October. The project made a low-value grant agreement with partners about three to four months later than originally planned (see Annex-9, table 14). Very few changes to the project's outcomes/outputs were made during the course of implementation (see Annex-9, table 15).

3.3 Coherence

77. The evaluation team determined that the project was coherent across all its various phases. Despite the disruptive impact of the COVID-19 pandemic, the project's overall context remained largely consistent from its initial design through its implementation and consolidation phases. The project's activities were well-suited to the evolving circumstances. Furthermore, as is detailed in Section 3.1 the project demonstrated a strong alignment with both government policies and the United Nations Sustainable Development Cooperation Framework (UNSDCF). It effectively established synergies and interconnections with parallel initiatives conducted by UNDP, UNICEF, UNWOMEN, and the Nepal's government. Right from its inception, the project took steps to avoid redundancy and instead collaborate with other stakeholders to advance its own objectives and foster synergistic outcomes.

a. Suitability of the project in the changing context

78. The project demonstrated a remarkable capacity for adaptability, enabling it to respond to emerging needs and to leverage the field presence, networking, and partnerships of consortium members. It also adeptly adjusted its expectations in light of the evolving context. The project's operating environment remained relatively stable from the project's inception through its implementation and consolidation. Notably, the three-tier administrative structure of the government and the federalization process remained consistent. However, the evolving requirements of the project areas occasionally diverged from the project's initial plan, leading to requests from provincial and local governments that did not align perfectly with the project's original design. In such situations, using resources form its core fund, the project accommodated the requests to the best of its abilities.

79. For instance, the project had initially intended to develop provincial earthquake response frameworks (PERFs), but in response to the government's suggestion to encompass multiple disaster types, it instead created provincial disaster response frameworks (PDRFs) while maintaining putting earthquakes at their core. Similarly, the occurrence of monsoon-related disasters, such as the 2022 landslides in Karnali Province and requests from provincial government prompted the project to support planning for monsoon emergency preparedness.

80. The project's original design did not anticipate exclusive engagement with district emergency operation centers (DEOCs). However, the project gained valuable insights from its collaboration

with PEOCs that highlighted the significance of working closely with DEOC, a perspective also emphasized by DEOC representatives themselves. DEOCs are important because they are the central point for data generation utilizing the existing mechanisms of the Nepal Police and, where applicable, the Armed Police Force. Thus, throughout the implementation phase, the project made efforts to involve DEOCs in coordination and planning as much as possible. For instance, the IMO in Dhangadhi engaged relevant DEOC-Kailali personnel in drone training. Likewise, DEOC-Kailali supported MoIAL-Sudurpashchim in developing a monsoon preparedness plan and PDRF. During the evaluation fieldwork, government stakeholders emphasized the importance of including DEOCs in future interventions to strengthen both vertical and horizontal linkages.

81. The project's placement of technical personnel within government offices represented a significant advantage for the government as these personnel will be able to extend their support beyond the project's originally defined scope. They will be able to assist the government with its evolving requirements. An illustrative example is that the project got involved in district disaster governance even though this intervention was not initially envisaged. The pivotal role played by district agencies in DRRM, as outlined in the DRRM Act of 2017, and persistent requests from stakeholders motivated project staff to offer technical expertise in the development of disaster preparedness and response plans. One such case occurred in Jayprithvi Municipality of Bajhang District, where the project responded to a request from the mayor by providing technical assistance to implement building codes, a task that fell outside the project's original mandate.

82. The project demonstrated a shrewd ability to adapt its expectations in response to the changing context. For example, in the projects' initial plan, it aimed to utilize local government resources to retrofit sixteen houses, eight in each of the project municipalities of Amargadhi and Jay Prithvi after successfully demonstrating retrofitting. In response to escalating inflation and declining budgets at the local government level, however, the project revised its target downward, reducing the number from sixteen to eight, four in each. Similarly, due to the same financial constraints, the project revised its target of encouraging local governments to train 1600 CERT volunteers to 1300 volunteers. This adjustment reflected the project's pragmatic approach to resource limitations in evolving circumstances. The project conducted GESI audit in Jayapritivi Municipality and recognized that GESI audit do not have any indicators on DRR. GESI audit is being conducted in all municipalities in the leadership of municipal government. The project will be advocating include DRR and climate indicators in all GESI audits in the near future.

b. Synergies with other interventions carried out by UN consortium members and the government (internal coherence)

83. The project adeptly cultivated collaborative relationships that generated synergies with other initiatives conducted by members of the UN consortium and the government. For instance, in the Karnali region, the SUPER Project, in conjunction with the Federation of Nepalese Journalists and the MoIAL, joined forces with another UNDP initiative known as the Parliament Support Project (PSP). This collaboration enabled training for journalists in humanitarian media reporting to be expanded from the originally planned single district to eight districts, all in Karnali Province.

84. Furthermore, three additional UNDP projects in Karnali, namely the Local Infrastructure Support Program, Enhancing Human Security through Local Climate Actions Project, and European Union Support to Inclusive Federalism, coordinated their efforts with the SUPER Project to prevent duplication and share resources effectively. In Lumbini Province, the SUPER Project took advantage of UNICEF's ongoing Education Cluster Support Program to expedite the development of an education cluster contingency plan. The two projects collaborated closely in organizing events and providing capacity-building training. In addition, in a concerted effort to create synergy, UN Women's partner agency, the Legal Aid and Consultancy Centre (LACC), organized nine events across five project districts to commemorate World Humanitarian Day. This event focused on the importance of GEDSI lens in humanitarian DRR programs.

85. Furthermore, consortium members applied the insights gained from SUPER Project activities to enhance their involvement in other projects. For example, UNICEF developed a separate project known as Business and Community Resilience that focused specifically on engaging the private sector. This initiative was inspired by the private sector's participation in risk transfer within the

SUPER Project. Similarly, UNDP leveraged the knowledge and experience it gained from SUPER to shape a project funded by Government of Japan which addressed climate change and human security issues in Jajarkot District, Karnali Province. UN Women held two consultations with the SUPER Project in Lumbini to ensure GEDSI lens in provincial plans and policies and also to check that there would be no redundancy in a project it was designing to provide social protection through psycho-social counselling in Nepalgunj.

86. The consortium comprising UNDP, UNICEF, and UN Women embraced the concept of One UN, which was initiated in 2019, and effectively harnessed the distinct expertise and experience of each member to synergistically combine the strengths of each organization. UNICEF, with its extensive experience in humanitarian clusters, bolstered the project's humanitarian aspects, while UNDP contributed to enhancing governance and urban DRR and early recovery components and UN Women enriched the project by emphasizing GEDSI. In essence, the consortium represented a comprehensive and well-rounded package.

87. The Nepal government played a pivotal role with its principal authority and legal mandate in creating conducive environment for project implementation. In particular, it convened stakeholders in the field of DRRM for a collaborative implementation of project interventions. UNDP and UNICEF assumed leadership roles as the provincial lead agencies for Sudurpashchim and Lumbini provinces respectively, whereas UN Women served as the inter-cluster lead for the Gender in Humanitarian Action Task Group. The assumption of these leadership positions and establishment of an organizational presence in the provinces facilitated interaction and engagement with a broad range of stakeholders, particularly in activities such as contingency planning. In Nepalgunj, the SUPER Project provided input to another EU project related to sustainable building practices and private sector engagement, emphasizing the importance of maintaining disaster resilience while promoting environmentally friendly practices. It is worth noting that the project mandated UN Women to provide remote technical support and its field presence was not required. Some field stakeholders felt that UN Women missed an opportunity to optimize results through the close monitoring of field as, unlike UNICEF and UNDP it did not have a physical presence in the project municipalities. Nevertheless, UN Women's representatives participated in provincial and local activities whenever needed, and their local partner organizations made valuable contributions to the GEDSI and protection components of the project. UN Women also provided remote support from Kathmandu.

c. Consistency with other actors' interventions in the same context (external coherence)

88. From the initial conception of the project through its design phase, one key focus was assessing ongoing interventions within the project areas and identifying opportunities to enhance their value while avoiding redundancy. The project actively embraced and built upon successful initiatives in DRRM previously introduced by other stakeholders, taking these efforts forward to a more advanced level.

89. For example, numerous other projects established and equipped EOCs. By deploying IMOs to EOCs, the project facilitated the dissemination of their expertise not just to the EOC personnel within their immediate scope but also to a broader audience. In addition, the project contributed to the development of SOPs and provided advanced equipment such as very high frequency (VHF) sets, both measures which significantly strengthened the capacity of EOCs. In this process, valuable insights were also gleaned from a previous ECHO-funded project operated by the Danish Red Cross and WHO.

90. The project's efforts were informed by the findings of EOC evaluations. In particular, these findings were taken into consideration drafting an institutional framework for EOCs. With the project's assistance, the EOCs made substantial progress towards meeting and, in some cases, surpassing the minimum functional benchmarks established for them. In Sudurpashchim Province, the project coordinated with IOM's SIKAI project to prevent duplication and foster synergy in their respective initiatives. In Dhangadhi, the project collaborated closely with the British Red Cross's Strengthen Urban Resilience and Engagement, SURE Project to strengthen the capabilities of EOCs.

91. In addition, the project cooperated closely with other UN agencies such as UNFPA and various stakeholders to develop cluster plans and execute simulation exercises at the provincial level. At

the local level, the project partnered with organizations like Mercy Corps, NRCS, and Danish Red Cross (DRC) in Amargadhi Municipality and with United Mission to Nepal (UMN), World Vision, and the NGO Pragatisil Yuva Samaj in Jayaprithvi Municipality to conduct simulation exercises. In Jayaprithvi Municipality, the SUPER Project collaborated with World Vision, UNFPA, UMN, national security forces, and the health and education cluster to develop a district disaster preparedness and response plan (DPRP). Furthermore, it worked alongside the Department of Forestry, local government entities, and community members to implement small-scale mitigation activities.

92. The project's selection of locally active organizations with a focus on DRR and GEDSI helped it to maximize its results. An illustrative example is the project's partnership in Karnali Province with Social Awareness Center (SAC) Nepal, an organization with nearly three decades of experience in DRR and inclusiveness. SAC Nepal played a pivotal role in developing a response plan in Surkhet, a significant achievement, and actively participated in response efforts during the 2014 flood. Upon becoming a project partner, SAC Nepal was able to infuse its wealth of knowledge and expertise into the project's activities.

93. The engagement of SAC Nepal and National Federation of the Disabled Nepal (NFDN) proved crucial in integrating ideas concerning the meaningful participation of people with disabilities and fostering sensitivity toward a diverse spectrum of disabilities (10 types altogether) into provincial preparedness and response plans. However, it is worth noting that programmatic involvement with International Nepal Fellowship (INF) and CBM was limited. More positively, UN Women's collaboration with organizations such as LACC Nepal, which possesses a commendable track record in the legal aspects of GEDSI, enabled the development and execution of Women's safety audits. This initiative garnered widespread appreciation from both the project team and stakeholders.

3.4 Efficiency

a. Timely use of human, material and financial resources

94. The project achieved success by completing the majority of its 125 activities within the specified time frame, a result indicating its efficiency in meeting deadlines. This was a notably ambitious project, one which encountered various challenges to its ability to adhere to the initial work plan. Many of these challenges arose from the project's heavy reliance on consultants, which involved a lengthy recruitment process due to complex compliance requirements. In addition, the hiring of staff and the activation of the consortium faced delays due to the unavoidable factors outlined in Section 3.2a.

95. Implementation experienced significant delays primarily because the national project coordinator for UNDP in August 2021. Despite these obstacles, the project adopted several measures to ensure timeliness. Some staff members, such as municipal IMOs and the UNDP Kathmandu-based communication and outreach officer were hired on an as-needed basis and social mobilizers were recruited by partner NGOs. To save time and costs, the project used the same consultant in multiple provinces, conducted activities concurrently, leveraged government resources and assigned the government to be the primary organizer for activity implementation, and relied on 2011 census data for impact modeling instead of newer data. Maintaining a high quality of outcome was a top priority throughout the project, and stakeholders commended the project's timely allocation of resources calculated to achieve good results even in the face of internal and external challenges. No stakeholder raised any concern about delays in implementing project activities for achieving improved outcomes during any consultation.

b. Appropriateness and efficiency of project management structure

96. The project's management structure was well-suited to and effective in achieving the intended outcomes. The degree of coordination among the three UN agencies in the project management team was commendable, with UNDP leading the consortium and UNICEF and UN-Women fulfilling their defined roles as members. The high degree of coordination in fact made it difficult to pinpoint the affiliation of any given staff member with a specific UN agency or partner

organization, as all staff members operated cohesively and employed a unified approach and language. The project's efficiency was enhanced by the unusual degree of solidarity among the staff.

97. The presence of distinguished staff members from different agencies, each with a well-defined ToR, played a vital role in the smooth execution of the project. For UN Women, the project allocated resources for a program specialist/GESI advisor based in Kathmandu to provide technical inputs on GESI in all project activities during frequent visits to the field and through online means. UNDP supplied a DRM program specialist, an individual consultant/GESI specialist who coordinated with UN Women, a provincial coordinator, a provincial technical officer, and IMOs. For its part, UNICEF had provisions for a chief on emergency and DRR, an emergency officer and a program associate based in Kathmandu who provided technical inputs on emergency preparedness and program support. Like UNDP, UNICEF also supplied a provincial coordinator, a provincial technical officer, and IMOs.

98. The project also benefited from the support of a protection expert who oversaw protection and GESI-related activities. IMOs played a crucial role in ensuring the effective functioning of local and provincial EOCs. Municipal technical officers were engaged in providing technical and coordination support for municipal-level activities, and two social mobilizers closely interacted with the community and ward representatives.

99. The project's inclusion of technical staff in provincial and local governments received high praise from government stakeholders. In fact, during field consultations, many government stakeholders requested that IMOs continue to be deployed because they play an instrumental role in coordination and information management, activities which contribute significantly to disaster preparedness and emergency response.

100. Given the complexity of the project, the geographical challenges, and the extensive list of 125 project activities, the current number of staff was deemed appropriate and effective, especially as all staff members exhibited a high degree of professionalism. However, the project could have a greater impact and generate additional positive outcomes if it strategically stationed a GESI officer from UN Women within provincial and local governments with whom the project works.

101. The project's log frame and monitoring plan proved invaluable in maintaining project progress. While the field staff did not possess specific quality assurance plans as reference materials, they did receive guidance in achieving high standards from country offices. In addition, the processes of securing approval for the concept notes for each activity and conducting monitoring visits played a crucial role in ensuring the high quality of project interventions. Regular monitoring of the project also helped to guarantee the quality of actions and galvanize timely adjustments, thereby setting a clear path forward.

102. For example, specific activities such as introducing DRRM sensitization to parliamentarians and advocating for non-life insurance became more well-defined following monitoring visits. UNDP conducted a total of 17 monitoring visits to project municipalities in the Sudurpashchim and Karnali provinces. Four of them were monitored by officials from ECHO HIP, one was overseen by NDRRMA as well as the national project coordinator and senior project officer, and an additional three monitoring visits were carried out by the resilience portfolio analyst of UNDP with the national project coordinator. UNICEF and Nepal Red Cross Society (NRCS) jointly conducted two programmatic visits to Nepalgunj Sub-Metropolitan City and one to Lumbini Province.

103. Feedback and suggestions gathered during monitoring visits were categorized as high, medium, and low priority and were closely tracked through periodic follow-ups. Furthermore, periodic review-and-reflection meetings considering both programmatic and operational aspects were held to facilitate the sharing and synergy of activities among consortium members and implementation partners. These meetings provided valuable insights for use in consolidating the remaining project activities and thus contributed significantly to the project's continuous improvement.

c. Cost-effectiveness of the project's implementation strategy

104. The project's strategies, including collaborating with government agencies, forming partnerships with diverse organizations, and executing activities simultaneously across all three provinces whenever feasible contributed significantly to its cost effectiveness. One benefit was that partners

such as SAC Nepal in the Karnali Province allocated resources to coordinate certain shared activities, such as the celebration of international days which were already on their agenda and aligned with the project's objectives. Furthermore, activities that were intended to be conducted in all project provinces, such as training sessions on GEDSI and protection, were consolidated into single events to which participants from all the provinces were invited. This approach helped in reducing overall costs by streamlining the delivery of these activities.

105. The project entrusted government offices to organize all project activities. This arrangement prompted government offices to allocate resources for tasks such as drafting and sending invitation letters and to allow the use of their program halls for various events. When it came to organizing IRA training in the provinces, costs were shared with the MoIAL. Nevertheless, some stakeholders felt that the project had still more room to leverage government resources during activity implementation. For example, in Karnali Province, the deputy superintendent of police from the Nepal Police Office suggested that its program hall be utilized for training sessions instead of booking expensive hotels. Similarly, Nepal Police expressed its willingness to provide information about the availability of open spaces, which that organization has up-to-date data on, to assist in mapping efforts and thereby conserve resources. Informants also mentioned that involving the Nepal Police as a source of resource persons for awareness-raising programs related to DRRM could create synergy, as it also had plans to conduct public awareness initiatives itself. Furthermore, the Nepal Police had a specific disaster management plan that could serve as a valuable reference for the project.

106. To address these opportunities for collaboration and resource optimization, the project could have benefited by organizing stakeholder meetings at the project's outset. These meetings could have involved discussions about potential avenues for collaboration and the signing of memorandum of understandings (MoUs) with organizations interested in resource-sharing. This proactive approach would have helped ensure that changes in organizational staff would not disrupt institutional partnerships. Such a suggestion was made by stakeholders in Lumbini Province, who emphasized the need for periodic stakeholder review-and-reflection meetings. These meetings, the stakeholders suggested, should include participants from the decision-making levels of stakeholder organizations, not just those involved in project-level support, and explore ideas for collaboration and efficient resource utilization as well as troubleshoot practical challenges to partnerships.

107. The project's approach of repurposing knowledge products related to disaster preparedness and response from a prior UNDP project and reallocating the cost savings to improve accessibility for individuals with hearing and visual impairments is truly commendable. This strategy not only increased project efficiency but also enriched the GEDSI aspect by addressing the scarcity of disability-friendly knowledge materials pertaining to disaster preparedness and response.

d. Economical use of financial and human resources

108. The project had sufficient inputs, including funding, personnel, equipment, and materials, to adequately support its planned activities. To maximize the value for money, the project deployed technically proficient staff in the field that went beyond their project mandates to assist local and provincial governments, thereby enhancing the project's reputation. Project staffs were mobilized to the greatest extent possible.

109. For example, in Lumbini Province, rather than hiring external consultants, project staff supported the preparation of SOP for LEOC, documentation related to insurance and nutrition in emergencies, and ward-level disaster preparedness plans. In Jayprthivi Municipality, a single staff member handled both the technical officer and IMO positions, and at the provincial level, one staff member served as both coordinator and technical officer for an extended period. While maintaining the quality and timeliness of outputs, the existing staff capacity was stretched, and in some cases, external consultants were hired to prevent overburdening the project staff. For instance, a consultant was brought in for project mapping work, even though a staff member with an engineering degree in geomatics had the capability to perform the task.

110. During the evaluation fieldwork in Sudurpashchim Province, stakeholders highlighted the challenge of having only one person in a dual role of coordination and technical support, despite the project's mandate calling for separate positions. This situation varied due to different reasons at different project phases, which occasionally hindered smooth implementation. However, all project stakeholders agreed that the project made optimal use of the available resources within the given context.

111. The project also demonstrated efficiency in its selection of consultants and resource persons. For example, in Lumbini Province, a representative from the Nepal Electricity Authority was invited as a resource person for the training of electricians and the electrical association. Similarly, a resource person from the fire brigade was chosen for fire training. Whenever feasible, local resource persons were selected, such as, for conducting school safety assessments using local resources and mobilizing the school management committee. Furthermore, the project achieved efficiency through technical collaborations with other organizations, including with the Nepal Housing Settlement Resilience Project and Catholic Relief Service to draft SOPs for the PEOC in Lumbini Province. Such collaborations saved both time and human resources.

112. The project's budget was initially determined using a similar initiative conducted in a different geographical area as reference. However, project staff claimed that, as a result of the geographical remoteness of the project location, the activities of this project incurred higher expenses than originally anticipated. Future projects would be wise to consider the geographical area of implementation as a factor when budgeting. Nevertheless, the project effectively completed its activities using the resources available by

Table 1: Output wise planned budget and expenditure by Aug 2023		
Output	**Planned budget (US$)**	**Expenditure** (as of Aug 31) (US$)
Result 1: Shared Understanding/ Anticipation for managing earthquake and urban risks	365,300.00	363,400.00
Result 2: Systems Strengthening at Provincial and Local levels (Coordination Mechanisms, Plans)	524,975.00	514,300.00
Result 3: Clusters-specific Preparedness, and Improved coordination and interlinkages between province, local levels and humanitarian stakeholders	283,910.00	283,100.00
Result 4: Demonstrating specific measures for reducing disaster risk in urban municipalities and provinces through enhanced preparedness	470,470.00	469,700.00
Result 5: Advocacy and Policy Engagement for enhancing humanitarian preparedness and reducing disaster risk	118,189.26	56,700.00
Operation and management cost	1,086,027.94	789,449.40
Total	**2,848,872.20**	**2,476,649.40**
Percent		**87%**

Source: Project's records, 2023

implementing cost-saving measures. These measures included choosing reasonably priced program venues, utilizing government training halls whenever feasible, and other similar strategies. The deployment of IMOs to government offices also resulted in cost savings regarding office-related expenses. Annual expenditure seems good. In 2021 and 2022, 99% and 94% of the budgets were spent respectively (see Table 2). By Aug 31, 2023, the total expenditure was 87%, which is a commendable amount (see Table 1). Out of the total program budget, 65% is allocated to UNDP, and 27% and 8% respectively with UNICEF and UN Women (see Table 3).

Table 2: Year wise budget utilization			
Year	AWP budget (USD)	Actual expenditures (USD)	Percent
2021	56,500.00	56,204.20	99.47
2022	1,330,299.21	1,248,128.14	93.82
2023	1,462,072.99	1,172,317.06	80.18
Total	2,848,872.20	2,476,649.40	87.00

Source: Project's records, 2023

113. The project followed the "value for money" principle by engaging its human resources in project tasks while compensating them with a limited portion of their salaries. For example, within UNDP, the Disaster Management Specialist and Senior Project Officer received only 20% of their salaries to the Super project, while the Admin and Finance Assistant received 50%. There are several pieces of evidence that suggest that the project has developed cost-sharing mechanisms with other agencies (see Annex-9, table 11). Out of the total co-financing amount, 68% is generated by UNDP and 25% and 7% respectively by UNICEF and UN Women. As part of the fund-flow mechanism from ECHO to UNDP, the first instalment was released in July 2021 as planned. The second instalment, however, was released only in February 2023, four months after the planned October 2022. UNDP released budget to UNICEF and UN Women as planned.

Table 3: Allocation of resources by outcomes and project management by agency			
Results/outputs	Details of resources provided by		
	UNDP	UNICEF	UN WOMEN
1	257,352.27	80,174.73	27,773.00
2	330,855.78	136,718.92	57,400.30
3	150,059.33	114,911.67	18,939.00
4	363,500.00	105,365.00	1,605.00
5	22,440.24	82,690.02	13,059.00
Project management (including M&E)	742,156.63	237,599.97	106,271.34
Total	866,364.26	757,460.31	225,047.64
Percent	65	27	8

Source: Project's records, 2023

e. Monitoring and evaluation (M&E)

114. The project effectively utilized M&E information to enhance its performance and adapt to changing needs. A total of 15 monitoring visits were organized to increase the project's performance through timely feedback and suggestion and to provide learning opportunities to project stakeholders (see Annex-9, table 6).

115. Regular monitoring and periodic assessments of the project's results, as outlined in the project results framework, yielded positive outcomes. Project-level M&E activities were conducted in accordance with the UNDP's requirements and evaluation policy. Monitoring and periodic assessments of the project's indicators promoted the optimal utilization of project resources, ensuring both cost efficiency and cost effectiveness. Several monitoring tools were utilized to assess the overall performance of the project and make adjustments based on identified needs. The project supported the documentation of lessons learned as part of knowledge management for knowledge sharing, but this process faced challenges because there was no dedicated staff member (i.e. an M&E associate). An area for further improvement lies in systematically recording M&E results using a suitable online platform, such as Google Drive or other data archive system, to ensure their availability and usability in the future. The PSC/PB played a significant role in assessing the desired project results by reviewing and appraising AWPs with lessons learned in mind. The field offices of consortium members also actively collaborated with key project stakeholders to ensure that the project adhered to standard M&E criteria in a timely fashion and upheld high standards.

3.5 Sustainability

116. Various actions taken by government stakeholders and communities, such as developing plans, allocating budgets, and establishing community emergency funds, indicate their commitment to continuing these initiatives beyond the project's completion. Furthermore, the project has introduced numerous innovative good practices that are already being replicated, and whose replication is expected to expand in the future.

a. Contribution of project interventions to sustainability

117. The project interventions were strategically designed to ensure long-term sustainability. The project's primary emphasis was on increasing government involvement, enhancing the development and refinement of policy and planning documents, and fostering better coordination across all government levels. Ultimately, the project aimed to establish a model of preparedness that others, including the NDRRMA, could learn from and replicate.

118. During the implementation phase, the project made a concerted effort to engage government stakeholders in order to instil a sense of ownership within them. In all project-related events, either the provincial ministry responsible for DRRM (for provincial-level events) or the local government (for local-level events) assumed the role of organizer. Government stakeholders were consistently consulted in the planning of these events, and their recommendations were given due consideration.

119. The UN consortium partners, along with other partners such as the NRCS and SAC Nepal, held a series of consultations with provincial-level stakeholders, particularly DRR focal persons within the provincial MoIAL, MoHA, and MoSD in all three provinces. These consultations also included stakeholders in the four targeted municipalities. Their aim was to assess the institutional capacity for disaster preparedness and emergency response, with a specific focus on earthquakes and urban hazards. The goal was to identify stakeholders' needs and gaps as well as mechanisms for coordination. These discussions guided the overall design and specifications of the project's results and activities and aligned them with the identified needs and priorities of the stakeholders (ESF, 2023).

120. During evaluation consultations, government stakeholders expressed appreciation for the project's support but suggested that it would have been more beneficial to involve government stakeholders, including NDRRMA and the relevant provincial ministry, right from the project's design phase. Early involvement would have allowed for joint decision-making regarding the project's focus, target areas, activities, and working methods, thereby ensuring that its interventions would be tailored to specific needs and enhancing the sustainability of its initiatives. That said, during the implementation phase, government stakeholders were, in fact, empowered to make key decisions. For instance, the selections of CERT volunteers by *tole* lane organizations were ultimately approved by ward-level disaster management committees (WDMCs), and an official roster of those volunteers was maintained.

121. Government stakeholders believe that the policy and planning documents crafted with the project's support, including the DRR strategic action plan, the PDRF, BCP, cluster plans for health, education, WASH, protection, and shelter, SOPs, and disaster preparedness and response plans, will leave a lasting impact. These policy documents effectively address existing policy gaps and are expected to serve as vital reference materials for relevant government authorities as they shape their annual plans and programs. Moreover, these documents are likely to serve as models for other local and provincial governments seeking to enhance their own policy and planning frameworks. Nonetheless, it has been suggested that involving the government in consultations during the project's design phase could have identified critical gaps in the scope of the project. These gaps include the need for technical support in developing operation guidelines for the disaster management fund in Lumbini Province and reviewing existing policy documents at the provincial and local levels through a GEDSI lens. Despite these inadequacies, stakeholders hold the project's contributions to policy initiatives in high regard.

122. Stakeholders expressed their appreciation for the project's innovative approach in bolstering coordination for effective preparedness and response, a goal that is seldom the central focus of humanitarian projects. The project introduced the idea of activating humanitarian clusters even during non-emergency periods. Furthermore, it introduced the groundbreaking notion of establishing an inter-provincial mechanism for pooling resources. Although it is still in its early stages, this initiative is expected to open up promising opportunities in the future.

123. The project's focus on strengthening the institutionalization of EOCs deserves praise given that EOCs play a pivotal role in information management for and the overall coordination of preparedness and response efforts. In addition to arrange for secondments of technical staff to EOCs, the project also distributed essential items such as drones and VHF radio sets. During the evaluation fieldwork, some stakeholders expressed the need for high frequency (HF) sets, which have a longer communication range than VHF sets, particularly in anticipation of mega disasters that are highly likely to disrupt existing communication lines in remote areas. Although the project did not directly support the DEOC, it did successfully advocate for the deployment of a computer-literate member of Nepal Army through continuous lobbying. This deployment enhanced the functionality of the DEOC. Staff at provincial and local EOCs emphasized that the proper

institutionalization of EOCs should begin at the central level because there is considerable confusion regarding the validation of data generated by EOCs and its accurate representation on the NDRRMA and MoHA websites.

124. Another project intervention with the potential for lasting impact is its advocacy for private-sector involvement and the effective utilization of corporate social responsibility in DRR. During the evaluation fieldwork, representatives from various chambers of commerce and industries expressed their appreciation for the project's efforts in mainstreaming the idea of involving the private sector in preparedness activities. Previously, other stakeholders had viewed the private sector primarily as a disaster responder. The interest and motivation of the private sector to participate in DRRM activities such as prepositioning essential items, a desire identified during the project's consultative meetings with chambers of commerce and industries, indicate that there is significant potential for collaboration between the private sector and humanitarian organizations in the future. Government stakeholders in Lumbini Province highlighted the need for more activities and dialogues to engage the private sector in disaster preparedness. In addition, small-scale mitigation activities supported by the project, such as the promotion of fire hydrants and the revival of defunct wells, are expected to inspire local governments to seek out local solutions to the need for preparedness.

b. Participation and ownership by communities

125. To promote ownership at the grassroots level, the project actively involved communities, reaching members from all walks of life with its message about the importance of disaster preparedness. Key initiatives included training in fire management, first aid, LSAR, and retrofitting. The project also utilized various outreach methods such as street dramas; door-to-door campaigns; mobile IEC campaigns; radio PSAs, and the recruitment and training of CERT volunteers.

126. However, stakeholders also stressed the importance of addressing areas such as medical first response, collapsed-structure search-and-rescue, community action for disaster response, and hospital preparedness for emergency. In addition, the project trained community members who worked as masons or were members of electricians and electrical association.

127. CERT volunteers from the municipalities of Dhangadhi, Amargadhi, and Nepalgunj participated in baseline simulation exercises in early 2022 to assess the level of preparedness of communities to handle fire and other hazards. The effectiveness and sustainability of CERT can be attributed to the fact that its members are drawn from local communities, ensuring that they have an intimate understanding of the local environment, including the prevalent hazards. Moreover, volunteers' proficiency in local languages such as Awadhi and their familiarity with religious norms, especially those of the Muslim communities in Nepalgunj, enhance the functionality of CERT. In some communities, CERT volunteers have even begun collecting money and goods to establish a community-level emergency fund, indicating their commitment to sustaining the project's initiatives in the long run. Furthermore, the materials provided to CERT volunteers will prove valuable in responding to emergencies within a given community.

128. To ensure the continued success of the CERT initiative and contribute to its sustainability plan, the project could encourage the local governments of all its project cities to allocate budget for CERT refresher training and develop straightforward operational guidelines for CERT volunteers. For instance, Jayprithvi Municipality has already committed itself to conducting refresher training sessions to CERT using its annual budget. The project's efforts to develop guidelines for mobilizing volunteers for use by local governments will play a crucial role in sustaining this initiative. Meanwhile, the project could advocate for local governments to include details about volunteer work in the NDRRMA volunteer management system to ensure the long-term sustainability of this initiative. During the evaluation fieldwork, CERT volunteers expressed interest in receiving more advanced and extended training. Future LSAR refresher training, for example, could delve deeper into rescuing individuals with diverse disabilities by including community members with disabilities and organizations working with people with disabilities. Such inclusiveness would enable CERT to effectively assist and support people with disabilities during times of crisis. The project also engaged with communities through social media and radio. It crafted messages related to

human rights and DRRM that were suitable in terms of language, simplicity, and geographical context.

c. Potential areas of work and innovative measures for sustaining results

129. During the field consultations, stakeholders voiced concerns about the challenge of institutionalizing solutions introduced by the short-term SUPER project and offered suggestions for maintaining the project's results over the long term. Looking ahead, it would be advisable for the project to develop a well-defined exit plan in close collaboration with government stakeholders. Government agencies often face significant difficulties in preserving institutional knowledge. During the evaluation fieldwork, for example, one provincial-level government DRR focal person pointed out that when there are many staff changes, the focus tends to be on transferring physical assets rather than ensuring the continuity of programmatic efforts. SUPER Project field staff also asserted that the frequent transfer of government officers without the proper handing over responsibilities was a major obstacle to sustainability. The evaluation team observed that SUPER project staff played a crucial role in bridging the gap in institutional memory whenever a government officer was transferred and a new officer took over during the project period. In the future, the SUPER project should seize the opportunity to provide training on or orientation to institutional memory to government stakeholders, especially key decision-makers. This effort could be integrated into the project's sustainability plan to help address the loss of institutional knowledge and ensure the continued success of the project's initiatives.

130. The project's efforts to bolster the provincial ministry responsible for DRRM, specifically MoIAL, are commendable. However, stakeholders within the ministry have reported that disaster preparedness and response are still perceived as the sole responsibility of MoIAL. Moving forward, there is a need for broader awareness and sensitization among other provincial ministries regarding contingency plans and their roles in DRRM. Additionally, since governments must contend with various hazards such as floods, inundation, and landslides regularly, it would be prudent to incorporate interventions that address multiple hazards and climate change.

131. The project has advocated for increased budget allocation for disaster preparedness within the government's annual plans. Nevertheless, one of the provincial focal persons interviewed shared an experience where despite advocating to DRR focal persons and successfully including GEDSI aspects in the DRR training within the annual plan, it was later removed by the finance ministry. To advance the cause of securing greater budget allocation for preparedness, it is crucial to provide appropriate training and orientation to higher-level officials, including legal and financial officers. The involvement of relevant officials from the Province Planning Commission and the Province Ministry of Finance is equally significant. Respondents from local governments also stressed that, officers from other sections within local government offices, who do not directly oversee DRRM, should be invited to project training and orientation sessions. DRRM is a cross-cutting issue and necessitates engagement and support from all stakeholders.

132. The project's implementation of advanced technology for DRRM is commendable. However, the sustainability of these technological advancements beyond the project's duration is uncertain due to the limited technical skills within government offices. Consequently, it is imperative for the project to place a greater emphasis on transferring technical skills to ensure the continued use and maintenance of these technologies.

133. The project has made substantial investments in cluster contingency plans. To promote stakeholder usage and regular updates of these contingency plans, and building upon the positive feedback received from simulation exercises, it is advisable to subject the cluster plans to drills and practical testing. Given that the project aims to enhance response capabilities and has established response teams at the community level through LSAR training, it would be relevant to further develop a national-level LSAR manual. This effort aligns with the project's goal of maximizing its benefits. Expanding on the SAR initiative and aligning it with the NDRF and the project's approach to resource pooling, the project could consider establishing regional LSAR team hubs in approximately 8-10 strategic locations across Nepal. These hubs could be equipped with state-of-the-art equipment and appropriate SOPs to enhance their effectiveness in disaster response.

d. Capacity building initiatives for sustainability

134. The project's focus on strengthening institutional capacities is poised to improve sustainability. The utilization of IMOs and technical personnel by the project has yielded some success in transferring their expertise to government employees. For instance, in Dhangadhi Sub-Metropolitan City, the recently hired GIS officer has been acquiring skills in drone-based mapping. Similarly, the DRR focal point within the local government has been gradually assuming the responsibilities of IMOs, which bodes well for the long-term sustainability of project initiatives. To ensure the continuity of the LEOC initiative and as a component of the project's sustainability strategy, it could be beneficial to encourage the local government to allocate funding and establish an official government IMO position. Nepalgunj Sub-Metropolitan City has already initiated discussions about creating such a government position, likely at the fifth level of staffing (non-officer) once the secondment of IMOs from the SUPER Project concludes.

135. The project has achieved notable success in strengthening the capacities of local partner organizations within the project areas. These organizations are poised to continue their work in these areas even after the SUPER Project concludes, advocating for comprehensive disaster preparedness and response efforts. For example, during the evaluation fieldwork, representatives from SAC Nepal in Surkhet highlighted that, despite their long-standing involvement in DRR and GEDSI issues, they had not been actively engaged in the formulation of provincial-level policies. Collaborating with the SUPER Project provided them with the opportunity not only to contribute to provincial policies but also to enhance their collaboration with government stakeholders at the provincial level. Similarly, Sudurpashchim Samaj, a Dhangadhi based local organization dedicated to promoting inclusion for LGBTIQ+ individuals, shared that the project's activities served as a platform for diverse individuals with SOGIESC to engage with and reflect upon disaster-related issues. Looking ahead, there is significant potential for collaboration with organizations working to advance the rights and interests of the LGBTIQ+ community.

136. During the evaluation fieldwork, NRCS indicated that the increased coordination and collaboration with various stakeholders while implementing the project will prove beneficial for NRCS in advancing the cause of disaster preparedness in the future. In Dhangadhi Sub-Metropolitan City, NRCS informed the evaluation team that their branch had not previously been engaged in urban risk reduction initiatives. Partnering with the SUPER Project has allowed NRCS to gain valuable insights into urban risks and preparedness, which the organization intends to leverage in the future. However, stakeholders within NRCS have raised concerns that enhancing the organization's capacity in some of the innovative technical approaches introduced by the project would have further ensured the project's long-term sustainability. Additionally, taking full advantage of the partnership with NRCS in project activities, such as conducting risk and vulnerability assessments, formulating DPRP, and providing first aid training, rather than relying on external consultants, would have significantly bolstered sustainability.

e. Likelihood of continuation of project benefits

137. The project's effectiveness in securing sustainability is evident, with the outcomes of the majority of its interventions expected to endure. An illustrative example of this is the widespread recognition and adoption of BCPs by stakeholders, a practice likely to persist even after the project concludes. Similarly, the heightened awareness among communities and government stakeholders regarding disaster preparedness and response issues is poised to persist, serving as a catalyst for ongoing efforts in DRRM.

138. During the evaluation fieldwork, stakeholders expressed significant reservations about the ability of EOCs to maintain their effectiveness and the government's continued use of advanced technology in DRRM once the project's assistance concludes. Presently, EOCs heavily rely on IMOs seconded by the project. The evaluation team did not discover concrete evidence to suggest that governments are adequately prepared to sustain the functionality of EOCs after the project's completion. Even if the government were to deploy staff to work as IMOs, which is unlikely to occur in the near future, there remains a risk that these personnel may lack sufficient skills. Furthermore, current mandates require local EOCs to share their reports with both district and

provincial EOCs, resulting in overlapping and duplicative responsibilities that make it more challenging for local EOCs to operate effectively.

139. During the evaluation fieldwork, deficiencies in communication between LEOCs and DEOCs and in civil-military cooperation were also reported. Additionally, the operation of PEOCs relies on the functionality of DEOCs and LEOCs. Since the project's scope did not include extensive support for DEOCs, and only four LEOCs received limited support, the sustainable continuation of PEOCs is highly challenging.

140. While the project's efforts to establish functional PEOCs are commendable, more actions are required to ensure the long-term viability of these endeavors. Most EOCs are inadequately equipped and lack the capable human resources necessary to operate at their full potential. For instance, the PEOC in Karnali would still require additional support in terms of hardware components (e.g., office equipment, buildings, warehouses) and technical training for staff (e.g., expertise in operating basic VHF communication sets) to maintain functionality. To ensure that relevant authorities take ownership of PEOCs, any training or orientation provided to high-level ministry officials in DRRM should emphasize the practical aspects of DRRM (e.g., timely procurement of office equipment to keep EOCs operational) rather than focusing solely on the theoretical aspects.

141. Government stakeholders commended the project for its innovative use of advanced technology, such as drone imagery, earthquake impact modelling in DRRM, and its efforts to promote cyber security through encryption and access controls. People expressed that they would miss the project's innovative approach as it phases out. There are identified technological support needs, especially at the EOC level, including: workshops focusing on data analysis, visualization, interpretation, effective communication, crisis management, and leadership, advanced reporting tools and software to facilitate real-time monitoring, data visualization, and decision-making.

142. Enhanced communication software to establish seamless connectivity among EOCs and other stakeholders, encompassing emergency alert systems, notification mechanisms, and collaborative platforms. GIS software along with associated training has been challenging. Software and hardware for early warning systems, VHF and HF communication sets, and other office support, such as improved computers, faster and reliable internet access, and uninterrupted electricity services are still inadequate. Some stakeholders expressed concerns about the successful implementation of the project-supported plan, particularly if there are changes in staff and government representatives who may not fully grasp the importance of these plans, posing a potential risk to their realization.

f. Actions taken by the local and provincial authorities, and the communities for sustainability

143. Thanks to the project's strong advocacy efforts, exposure visits for government officials, and the demonstration of innovative and effective disaster preparedness and response solutions, local and provincial governments have absorbed these concepts and allocated budgets to sustain these initiatives even after the project concludes. Furthermore, many project activities were executed with co-funding from the government, fostering a sense of

Table 4: Co-financing details			
Name of agencies	Planned (USD)	actual (USD)	Percentage
UNDP	314,860.05	314,860.05	68
UNICEF	113,619.12	113,619.12	25
UNW	33,757.15	33,757.15	7
Grand Total	462,236.32	462,236.32	

Source: Project's records, 2023

ownership and significantly contributing to their long-term sustainability. Out of the total program budget, 68% is allocated to UNDP, and 25% and 7% respectively with UNICEF and UN Women (see Table 4). There was no variation in the original budget allocation during the project implementation.

144. In Sudurpashchim Province, there has been a remarkable increase in the annual budget allocation for disaster preparedness under the programmatic heading of the MoIAL. This fiscal year, the province has allocated a substantial NPR 43.7 million for various prioritized activities, including air rescue programs, disaster management (such as LSAR and others), the procurement of materials from the Ministry, reinforcement and management of DEOCs, school-level disaster management

and preparedness orientation and awareness programs, capacity-building training for LEOC focal persons, multi-hazard disaster simulation exercises, the purchase and installation of flood early warning system equipment, PEOC meetings and facility enhancement, and the preparation of the Disaster Preparedness Research Council's Provincial Multi-hazard Disaster Research Council. To put this into context, the allocated budget for the previous fiscal year was just NPR 12.6 million, a noteworthy achievement given the economic recession that led to reduced overall government funding availability.

145. In Dhangadhi Sub-Metropolitan City, through continuous engagement and advocacy regarding budget allocation for disaster preparedness, there has been a remarkable increase of over 600% in the annual budget designated for disaster management. Unlike previous years, a significant portion of this year's budget is dedicated to preparedness activities, many of which are being meticulously planned in consultation with the SUPER Project.

146. Furthermore, influenced by the project's insights into the importance of gender and socially inclusive disaster preparedness, the local government has allocated funding to establish a separate fund specifically earmarked for the support of Women, children, and senior citizens. Additionally, they have committed resources to employ a full-time staff member, accompanied by an associate in the disaster management section, who is actively learning skills from the SUPER Project's seconded IMOs. Moreover, the local government has provided both the space and personnel necessary to operate the EOC on a full-time basis (ESF, 2023).

147. During the evaluation fieldwork, a DRR focal person at the provincial level emphasized the importance of focusing on the quality utilization of allocated budgets rather than constantly pushing for annual budget increases, as unspent budget funds freezing is a common occurrence. He further pointed out that the main reason for not fully utilizing the allocated budget is the lack of technical expertise and the inability to efficiently allocate the budget to technical activities.

148. The MoIAL also concurred that technical support is the most valuable form of assistance the ministry could receive and confirmed that budget availability was not a constraint. In Lumbini, the MoIAL has already earmarked NPR 100 million in the disaster fund, with 70% of it designated for preparedness-related activities according to a recent policy amendment. It was evident that governments have sufficient funds for DRRM but face a shortage of technical expertise. The Secretary of MoIAL in Lumbini Province emphasized that international agencies like the UN, with their global reach, have the capacity to bring in international lessons learned and international human resources and expertise to enhance the technical capabilities of government personnel.

149. At the community level, individuals who received training have been sharing their acquired skills and knowledge with their friends and families. For instance, there is a recorded instance where a girl, who had learned how to handle fires caused by gas cylinders from her mother, successfully prevented a potential disaster.

g. Contribution towards replication of initiatives at local and provincial levels

150. The evaluation team found that the project's initiatives have been adopted by both the government and partner organizations, underscoring the innovation of the project's interventions. Here are some illustrative examples:

151. In Dhangadhi Sub-Metropolitan City, the NRCS has extended technical assistance to conduct community-level fire management training in areas not covered by the project. Likewise, at the local government's request, the project provided technical support to Ward no. 18 for replicating VCA. The city has also committed to training new CERT volunteers in other areas outside the project's scope. Furthermore, NRCS has taken up the concept of community fire management training for replication. Nepalgunj Sub-Metropolitan City is extending the replication of the SUPER Project's drone survey initiative, initially implemented in wards 3 and 7, to include non-project wards 2, 4, 5, 8, and 11. Additionally, inspired by the SUPER Project, the local government has allocated a budget to conduct a drainage study using the 'differential global positioning system (DGPS).' Furthermore, the Nepalgunj LEOC has offered technical support for the establishment and formalization of EOCs in Kohalpur and Khajura municipalities.

152. In Sudurpashchim Province, Parshuram Municipality was motivated by the project's success and has now established its own EOC, following inquiries about the minimum requirements for an

EOC at Amargadhi Municipality. In Amargadhi Municipality, ward chairs from non-project wards sought technical assistance from the project's IMO and have created maps for their respective wards, which are currently undergoing field verification.

153. Numerous ward representatives have requested the project to expand its operational coverage, citing concerns that the current municipal coverage is insufficient to ensure the broader dissemination of the innovative concepts and practices introduced by the project. In Karnali Province, provincial stakeholders also emphasized the necessity of scaling up the successful practices promoted by the project to local governments, particularly in remote areas that face the risk of a major earthquake but often receive less attention from humanitarian organizations. During the evaluation consultations, the Secretary of the MoIAL Lumbini Province expressed that the DRRM activities implemented by the project in Nepalgunj Sub-Metropolitan City have generated significant enthusiasm. Consequently, the Secretary also recommended that the project replicate these DRRM activities in other local governments within Lumbini Province as well.

3.6 Impact

a. Improved disaster preparedness for effective response through systematic trainings

154. The project's efforts in capacity-building had a direct and positive impact on various stakeholders, including local governments, communities, journalists, security forces, fire brigades, and EOCs, while also strengthening cluster coordination mechanisms, an impact which improved disaster preparedness for effective response. Its progress was exemplified by the efficient completion of IRA forms by local governments to expedite responses, as was seen during the flooding in Nawalparasi in 2022.

155. The evaluation team observed numerous instances of how community-level training had yielded significant and meaningful results in and around project-targeted wards. For instance, in Nepalgunj Sub-Metropolitan City, Ms. Subeda Farahin, a woman trained in fire management and affiliated with the Fatima Foundation for the rights of Women and children, successfully averted a potential disaster when she prevented a gas cylinder from exploding in her own residence. Training enabled her to confidently extinguish the fire and reassure the seven adults and four children in the household who had panicked. Given the proximity of the houses in her settlement, her swift response prevented potential harm to a large number of properties.

156. Furthermore, collaboration between Fatima Foundation and the SUPER Project led to the creation of a new project aimed at avoiding duplication and replicating the lessons learned from the SUPER Project in non-project wards. The project's inputs in its effort to enhance fire response had positive outcomes not only within Nepal but also across the border. For example, in Dhangadhi Sub-Metropolitan City, a woman trained in fire management by the project was able to extinguish a forest fire in a nearby Indian forest after hearing a call for help from Indian policemen. The skills and knowledge she had acquired through the project served her and them, well.

157. Similarly, the project's provision of firefighting clothing and a fire engine to the fire brigade in Nepalgunj Sub-Metropolitan City enabled firefighters to respond to fires in Nepal as well as in the neighboring Indian district of Bahraich of Utter Pradesh using a collaborative approach adopted on humanitarian grounds. Moreover, journalists trained in humanitarian reporting have begun to report information, cases, and news related to monsoon disasters in a more effective and coordinated manner. Good reporting has helped alert vulnerable communities and government DMCs about the need to enhance their response efforts. There has been a shift towards a solution-centric approach in reporting and away from the problem- or havoc-centric approach of the past. Overall, the project's initiatives in building capacity and boosting coordination efforts resulted in tangible improvements in disaster preparedness for effective response and had far-reaching and positive effects both within Nepal and across the border.

158. In Dhangadhi Sub-Metropolitan City, CERT volunteers played a crucial role. For example, when one woman fractured her arm in an accident and found herself with no family member to help her, a CERT volunteer trained in first aid promptly provided immediate care and then helped her to the hospital. It is highly commendable that approximately 200 CERT volunteers were identified and trained in each project ward. That said, given the project's focus on addressing mega-disasters, it would have been more advantageous if the project had selected CERT volunteers from a broader

range of wards than just two. Doing so would also have allowed volunteers from other wards to provide support to response efforts in case a mega-disaster significantly impacted the two project wards, which were selected as they are the most vulnerable in the city. Nevertheless, the positive effects of the CERT volunteer initiative are expected to extend to non-project wards as local government authorities have recognized the significance of community volunteers.

159. In some cases, the residents of adjacent wards have also benefited from community-level fire management training, as exemplified in Dhangadhi Sub-Metropolitan City. At the time of the project evaluation, the project was assisting local governments in sustaining the CERT initiative by offering technical guidance to develop guidelines for managing volunteers. Government representatives and staff in Dhangadhi Sub-Metropolitan City emphasized that by training community members who serve as first responders the project alleviated the burden on local government officials and law enforcement officers while at the same time empowering communities.

160. During the evaluation fieldwork, stakeholders at the provincial level commended the project's efforts to enhance response capabilities by improving the functionality of EOCs. The prompt reporting carried out by Sudurpashchim PEOC played a vital role in the response to the 2022 earthquake in Doti and Bajhang. The project's support for PEOCs and LEOCs, provided particularly by assigning IMOs, started a new trend: generating daily bulletins, emergency reports, and monthly situation reports. Stakeholders stated that these informative reports were extremely valuable in facilitating an effective response. Unlike in the past, these reports are now shared not only with federal agencies but also with provincial and local stakeholders. Critical information is disseminated to the public through social media channels.

161. In Dhangadhi Sub-Metropolitan City, the EOC has evolved into a learning center which school children can visit to acquire knowledge about various aspects of DRRM. They can later share this knowledge with their parents and relatives, becoming 'agents of change' in their communities. In Lumbini Province, the government gained greater confidence in disaster response after the PEOC, with the project's support, conducted an assessment to determine how existing resources could be repurposed for disaster management. Similarly, the infographic-filled reports produced by IMOs at PEOC Karnali expedited response efforts and were appreciated by clusters and all government tiers. Another positive development was that Banke, inspired by the success of project-supported EOCs and consistent advocacy for enhancing EOC functionality, established two new LEOCs, one in Kohalpur and one in Khajura. More critically, many government stakeholders emphasized the continued need for technical support and the presence of IMOs.

162. Stakeholders see the project's inter-cluster linkages as a valuable step in enhancing disaster preparedness for effective disaster response. Unlike many other disaster response-focused projects, which concentrate on material distribution, the SUPER Project placed equal importance on bolstering the coordination aspect of response by strengthening inter-cluster interactions. This initiative strengthened province-level response mechanisms by enhancing coordination among clusters and formulating plans for the five provincial-level humanitarian clusters: education, WASH, protection, health, and shelter clusters. However, some stakeholders expressed reservations about the project's approach, particularly its focus on only five clusters, considering that focus somewhat illogical. They noted that crucial clusters like food security had been omitted despite the fact that the project concentrated on mega-level disasters. Others pointed out that the selected clusters were already active and institutionalized and suggested that support should have been directed toward less active clusters instead. There were also suggestions that the logistics cluster, whose inputs should be integrated into all cluster plans, should have been included at an earlier stage of cluster planning, as was done in Lumbini Province. In addition, certain stakeholders advised that future projects transition from a cluster approach to an area-based approach. Nevertheless, the project successfully engaged UNRCO and other humanitarian agencies such as WHO, WFP, and International Federation of Red Cross and Red Crescent Societies (IFRC) to strengthen the humanitarian architecture and cluster mechanisms in its target provinces. Also in its target provinces, it worked on developing cluster contingency plans to enhance preparedness for large-scale disasters. The activation of clusters improved the predictability, leadership, and accountability of disaster response efforts. Thanks to the project's advocacy and engagement with

various clusters, the linkages developed by the protection cluster played a pivotal role in the response to a recent flood in Nepalgunj Sub-Metropolitan City.

163. Encouraged by the commendable efforts of the project, provincial ministries were inspired to engage in disaster preparedness for response. Government stakeholders revealed that provincial ministries had previously regarded disaster preparedness and response as the sole responsibility of MoIAL and that, thanks to the project's efforts in involving ministries other than MoIAL through clusters, this perception was on the verge of changing.

164. During the evaluation fieldwork, the Secretary of MoIAL in Lumbini Province shared that holding simulation exercises with provincial-level stakeholders not only increased the project's visibility but also raised awareness among provincial ministries other than MoIAL about the importance of engaging in disaster preparedness and response. These exercises effectively demonstrated that disaster management is a collective responsibility. In Karnali Province, stakeholders reported that all the provincial ministries designated a focal person for DRR after being sensitized to the significance of that pursuit; this necessity had been previously overlooked. However, there is still a long way to go to fully institutionalize the DRR focal person approach and thereby systematically expedite initiatives for disaster preparedness and response.

b. The sectoral and community interventions of provincial and local governments helped foster disaster preparedness.

165. The project actively encouraged local and provincial governments to prioritize disaster preparedness through various means, including the preparation of policy documents, provision of skill training and material support, conduction of awareness and sensitization programs, and offering of capacity-building initiatives. Notably, the development of preparedness and response plans, combined with tabletop simulation exercises to assess the effectiveness of these plans, provided clear guidance to all stakeholders on how to proceed with disaster preparedness for response following a well-defined step-by-step approach.

166. In addition to these measures, the project organized simulation exercises for both fires and earthquakes as well as mapping risks and digitalizing those maps. The development of sectoral contingency plans with the support of the project further strengthened disaster preparedness efforts. These plans were seamlessly integrated into the annual plans of local governments. However, there is a potential risk to the continuity of these plans and initiatives if there are any changes in government leaders or staff. It is crucial that the consortium members that will continue to operate in the project areas as UN lead agencies or thematic leads even after the project comes to an end closely monitor and safeguard the ongoing efforts to ensure their sustainability.

167. The development of BCPs at various levels was an integral component of the project's preparedness efforts. Furthermore, training sessions on GEDSI and protection played a significant role in enhancing the inclusiveness of these preparedness measures. The secretary of the MoIAL in Lumbini Province, impressed by the content of the BCPs and recognizing the importance of preparedness for effective response, committed himself to urging all provincial ministries to formulate their own BCPs during the upcoming provincial disaster management executive committee meeting. His commitment was verified during the evaluation fieldwork. Moreover, the project has encouraged private-sector entities to develop their own BCPs. The Kailali Chamber of Commerce and Industries already plans to create one, a development suggesting the emergence of growing momentum for private-sector engagement in the DRRM sector.

168. In response to the continuous advocacy efforts of the project to promote disaster preparedness, the MoIAL in Sudurpaschim took several steps to enhance its preparedness. They included providing equipment to the DEOC in Doti and investing in its own PEOC through actions such as displaying communication flow charts, installing bookshelves, managing meeting halls, and more. In addition to these initiatives, the project supported various preparedness activities in Sudurpashchim Province. These activities include a school-based DRR program, the procurement and installation of equipment for a flood early warning system, disaster preparedness training for the Tharu communities in Kailali and Kanchanpur (Badghar[10]), development of preparedness and

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[10] Tharus from the mid-west and far west of Nepal have been practicing the Badghar system, where a Badghar is elected chief of a village or a small group of villages for a year.

response plans for the Provincial Multi-hazard Disaster Research Council, and training for the gauge readers who will monitor water levels during the monsoon season.

169. In Nepalgunj Sub-Metropolitan City, for instance, the project played a pivotal role in encouraging the local government and an insurance company to initiate an unprecedented household insurance program. Under this initiative, the local government covers the annual house insurance premium of NPR 587 for every residential house in the identified high-risk settlements. In return, the insurance company will provide compensation of up to NPR 1,500,000 in the event that a household suffers from disaster-related damages. Homeowners also have the option to supplement the government's premium if they wish to receive enhanced benefits. This innovative insurance scheme, which creates a win-win situation for all parties involved, is a pioneering effort in the region. Notably, the local government also avoids the burden of having to disburse more substantial compensation to affected households in the aftermath of a disaster. To impart a coherent message, the project made a video that illustrates how risks can be transferred through private-sector involvement. Its showing has inspired change in other regions. The video received positive feedback when presented during the Second National Dialogue on Anticipatory Action 2023 and was shortlisted for an INSPIRE award.

170. The project's initiatives played a significant role in enhancing earthquake preparedness and improving infrastructure resilience by enforcing the national building code. The project's advocacy for enhancing fire safety and implementing building codes motivated local governments to create positions for electrical engineers and enforce the electrical standards of those codes. This change improved the management of roadside wires and thereby mitigated the risk of fires in both Dhangadhi and Nepalgunj sub-metropolitan cities. Masons who were trained in retrofitting have actively spread the message about the need for safe construction and earthquake-resistant infrastructure through their work and networks. During evaluation consultations, a representative from the Electrician Association in Nepalgunj Sub-Metropolitan City stated:

> "In discussions about building codes, we seldom used to consider earthing and wiring standards. This project made us recognize the significance of these aspects in ensuring safe construction. Thanks to the training provided by the project, we also learned how to establish a contract with a homeowner to ensure safe house construction in accordance with the building code. The project continued to monitor our work on-site even after the training, a follow-up action which greatly helped us improve in various ways. In return, we have been actively raising awareness about safe electrification. I believe that the project's efforts will significantly reduce the fire hazard associated with electrical sources in Nepalgunj, a city where such intervention was urgently needed, given that it is characterized by old infrastructure, densely built settlements, and limited awareness among community members."

171. CERT volunteers who were trained by the project are actively involved in preparedness activities within the project wards. During the evaluation, CERT volunteers reported that they were actively involved in preventing mosquito-borne diseases by building community awareness and eliminating mosquito larvae.

172. In response to the project's influence, some governments formulated their own preparedness initiatives. Some examples include identifying strategic locations for prepositioning relief supplies; installing digital display boards on which to post multi-hazard early warning information in key areas; expanding the number of humanitarian staging areas; establishing blanket agreements with private helicopter operators and suppliers in Karnali Province; conducting simulation exercises and holding regular DMC meetings at the provincial level; facilitating inter-cluster and cluster meetings; approving draft plans related to DRR; procuring emergency items; and mapping suppliers in Lumbini and Sudurpashchim provinces.

c. Guidance for disaster preparedness interventions by other development partners

173. The project generously shared a wealth of technical information with other preparedness initiatives. Its generosity proved serendipitous for Nepalgunj Sub-Metropolitan City as the SUPER Project's contributions led to that city's being selected for the Making Cities Resilient Program. Project staff actively assisted the city in showcasing its disaster preparedness efforts on an

international platform in Korea. Furthermore, they supported the city in sharing insights about its risk-sensitive land-use planning initiative with the Municipal Association of Nepal (MuAN), anticipating that the project's lessons would be widely disseminated through this organization.

174. The project also played a key role in formulating a diverse range of documents, including monsoon preparedness and response plans (in Karnali and Sudurpashchim provinces), disaster management plans, district-level plans, DRRM acts (in Lumbini Province), DPRPs, relief distribution guidelines, and ToRs for provincial digital multi-hazard planning and disaster relief guidelines (in Karnali Province).The trust established by project staff members often prompted provincial ministries to seek their input on various national-level documents shared by the NDRRMA, such as its guidelines for mobilizing volunteers and its revised relief guidelines. In addition to these contributions, project staff supported the replication of project activities in non-project wards and local governments through complementary consultations and skills-transfer sessions.

175. A total of 41% of disaster-affected people, fewer than the targeted 50%, experienced the benefits of the project's results. The increase in expenditure on disaster preparedness by non-project sources which was guided by the relevant DRRM plans was estimated as 2%, a rate which correlates to the original target. More than 90% of affected people were satisfied with the humanitarian assistance provided by the project. The target was 75%. The project replicated the good practices of UNDP CO Nepal with respect to IEC materials for people with disabilities with slight modification. Similarly, its business continuity plans were replicated from UNICEF South Asia. The project intervention to strengthen MEOCs was replicated in Dhangadhi, Amargadhi and Nepalgunj municipalities after being introduced by UNDP's Urban DRR Project. The same project's community-based simulation exercise to test community readiness for search-and-rescue, first aid, and firefighting was also replicated in the same cities. The project's interventions helped to improve disaster response, as was shown by several examples (see Annex-9, table 16). Government agencies, encouraged by project intervention, introduced a number of actions to improve disaster response (see Annex-9, table 17).

4. Cross-cutting issues

4.1 Human rights

a. Impact on disadvantaged and marginalized groups

176. The project actively advanced the rights of marginalized and vulnerable groups through various means. Notably, during the planning phase, the project placed a strong emphasis on ensuring the representation and meaningful participation of Women, people with disabilities, and ethnic and gender minorities. This inclusive approach allowed the project to incorporate the concerns and issues of these groups into cluster contingency plans and preparedness, and response strategies.

177. Furthermore, the project's investment in creating disability-friendly videos played a pivotal role in ensuring that disaster preparedness and response information would reach a wider audience, including those with visual and hearing impairments. In addition, this action effectively upheld the right to access information for these often-marginalized individuals. In line with the principle of non-discrimination, the project specifically targeted marginalized and disadvantaged groups in its activities and assistance. For example, it directed its house retrofitting efforts in Dadeldhura towards Women-headed households in the *Badi* community[11]. Similarly, the project prioritized both Dalit men and Women and stateless individuals awaiting citizenship certificates for mason training.

178. The project also actively promoted various rights, including the rights to adequate housing and shelter, access to health and sanitation, good-quality education, protection, gender equality, and empowerment. These rights were integrated into cluster contingency plans and response and preparedness plans at the provincial and the local levels.

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[11]Badi is a Hill Dalit community in Nepal. The 1854 Nepalese Muluki Ain (Legal Code) categorized Badi as "Impure and Untouchable (Pani Na Chalne)" category. Badi are categorized under "Hill Dalit" among the 9 broad social groups, along with Damai, Sarki, Kami and Gaine by the Government of Nepal.

179. The human rights-based approach was an integral part of the project right from its conceptualization and through its design and subsequent phases. The project's design was informed by a needs' assessment conducted through consultations with Women, people with disabilities, and gender and ethnic minorities, as well as relevant organizations. The project's activities were in alignment with both international human rights standards and national laws and policies pertaining to disaster management and the protection of vulnerable groups.

180. The project took deliberate steps to ensure that its decision-making processes were inclusive and participatory, thereby affording marginalized groups an equal voice in shaping the project's direction. It collaborated with the government to disseminate accessible and accurate information regarding disaster risks, preparedness measures, and response plans, taking care to present the information in a language and format that was easily understood by the targeted affected community through IEC materials. Furthermore, the project was steadfast in its commitment to conducting all project activities and providing assistance without discrimination irrespective of gender, age, ethnicity, disability, or any other differentiating characteristic. In disaster response plans, the project advocated for the inclusion of provisions for safe and adequate temporary shelters, with special attention given to vulnerable groups.

181. The project also supported government plans that prioritized the health and wellbeing of affected individuals, particularly those at higher risk due to factors such as age, disability, or existing health conditions. In contingency plans for educational services, there was a strong emphasis on ensuring educational continuity for children and youth during and after disasters, even in cases where schools were temporarily disrupted. Moreover, the project's design included tailored interventions aimed at addressing the specific needs of vulnerable groups, including the elderly, people with disabilities, pregnant Women, and single-headed households.

182. The project aimed to establish mechanisms so that affected communities could provide feedback and hold authorities accountable. In particular, it installed complaint-and-feedback boxes in government office buildings (EOC premises). Project officials in Sudurpashchim reported that few complaints had been received so far and that those they had received were primarily related to government services and transparency issues rather than the project itself.

183. To improve its complaint process, the project should (i) develop written complaint forms, (ii) display flex boards with the toll-free telephone numbers of key project officials to whom irregularities can be reported, and (iii) establish a proper mechanism and a team to manage and respond to any complaints or feedback received. In addition, efforts should be made to inform a wider range of beneficiaries about the availability of the complaint box and its purpose.

4.2 Gender equality and social inclusion

184. Notably, the project played a significant role in fostering positive transformations in key areas such as Women's leadership and empowerment. It also had a positive impact on individuals with disabilities and on marginalized groups. Furthermore, the project strengthened protective elements within policy documents and procedures. In short, the project demonstrated commendable commitment to gender-responsive analysis, participation, and representation. Some noteworthy achievements include gender-friendly design, capacity-building and empowerment initiatives; targeted interventions, data disaggregation and monitoring efforts; and successful collaboration and partnerships.

a. Promotion of gender equality and social inclusion

185. The project actively promoted GESI by facilitating the transfer of knowledge, skills, and technology as well as by spearheading mass awareness campaigns through various channels, including mass media initiatives such as radio PSAs and social media campaigns. It also engaged in extensive planning, orientation, and training efforts. To bolster the capabilities of provincial and local governments, civil society organizations (CSOs) in Lumbini and Sudurpashchim provinces, SUPER project personnel, and implementing agencies in the area of GESI-responsive disaster preparedness, risk mitigation, and disaster resilience, the project organized a series of capacity-building events. The project's efforts in sensitizing stakeholders to GESI considerations spurred

government entities to reform their own policies. For instance, in the fiscal year 2080/81 BS, the MoSD of Lumbini Province allocated budget to establish breastfeeding rooms in the office buildings of all provincial ministries, thereby serving as an exemplar of mother-friendly practice.

186. The project also bolstered the capacities of individuals from 30 organizations and agencies that advocate for the rights of Women and vulnerable groups, including grassroots Women's groups, mothers' groups, community forestry groups, Women's pressure groups, Women's human rights defenders, members of Women's cooperatives and alliances, single Women's groups, LGBTIQ+ organizations, as well as Dalit and *janjati* agencies, returnee migrant Women, and more. These individuals were equipped to actively engage in provincial and local governance processes and advocate for gender-responsive plans, programs, decision-making processes, and coordination mechanisms within the DRRM sector.

187. The impact of these capacity-building efforts was evidenced by pre- and post-project program assessments, which indicated a significant increase in knowledge related to gender-responsive DRRM as well as an improved understanding of the protection needs of Women and vulnerable groups during disasters. After the project intervention, participants were more skilled at seeking early warning information, conducting risk analysis, mapping vulnerabilities, disseminating lifesaving information, safeguarding vital documents, and providing essential services to victims of gender-based violence.

188. Feedback from participants revealed that they had greater conceptual clarity regarding DRRM, a deeper understanding of existing mechanisms and policy frameworks at the local level, and more appreciation for the significance of Women's representation in disaster-focused initiatives, including advocacy, planning, policy-making, budgeting, and plan and policy implementation. These achievements were facilitated through nine orientation sessions on GESI-responsive DRRM conducted in collaboration with UN Women's partner LACC. In addition, the project emphasized the importance of strengthening systems at the provincial and local levels through six consultative workshops and five policy dialogues.

189. Rallies were meticulously organized to ensure the active participation of as many members of the community as possible both Women and men as well as Women's groups and local government officials. These rallies aimed to raise awareness about GESI within the context of disaster preparedness and response. During these events, crucial GESI-responsive DRR messages were conveyed through a comprehensive door-to-door campaign. The messages underscored several key points: a. the specific protection needs of Women with diverse identities and experiences, b. the importance of amplifying Women's voices and their contributions to DRR, c. the need to educate and mobilize both men and Women to champion gender equality within DRR and d. the active engagement of agencies and organizations representing Women and vulnerable groups in disaster committees and decision-making bodies. In addition, UN Women's partner Forum for Women, Law and Development (FWLD) reviewed three existing GESI audits in Dhangadhi Sub-Metropolitan City, Amargadhi Municipality, and Nepalgunj Sub-Metropolitan City. Based on this review, the project developed a framework for conducting a first ever GESI audit in Jay Prithivi Municipality incorporating DRR components.

190. Furthermore, the project played a pivotal role in mainstreaming GESI considerations into government policy documents. For instance, the MERP of Nepalgunj Sub-Metropolitan City was finalized only after the project held a series of consultative meetings involving a wide range of stakeholders. In addition, UN Women thoroughly reviewed the document using a GESI and protection lens. The EPRP was also put to the test by conducting a tabletop exercise (TTX) during a validation workshop. Similarly, GESI concerns were integrated into provincial cluster contingency plans. These plans endorsed concepts such as the disaggregation of data pertaining to vulnerable populations, GESI-responsive relief distribution, the promotion of gender balance within volunteer groups, the creation of gender- and disability-friendly infrastructure, the development of gender- and disability-sensitive LSAR measures, and the pre-recording of information related to people with disabilities, sexual minorities, adolescent girls, single Women, and pregnant/lactating Women by the government to expedite emergency relief distribution (refer to Annex 19).

b. GESI lens in the design, implementation and monitoring of the project

191. SUPER's initiatives were guided by a comprehensive gender analysis that aimed to understand gender discrimination and the potential exacerbation of inequalities within communities during disasters. This analysis considered various factors such as sex, age, disability, and diversity with the primary goal of recommending remedial measures that would place inclusion at the core of preparedness plans, DRR efforts, and disaster response strategies. Gender analysis was conducted as an integral part of the process while preparing municipal emergency preparedness and response plans, PDRFs, and relief standards (refer to Annex 19). The project also conducted Women's safety audits, which played a vital role in raising awareness among government and CSO stakeholders. These audits provided a platform for stakeholders to critically assess the safety and security of their living environments.

192. Through a needs assessment it conducted, the project identified, 13 specific needs related to gender equality and Women's empowerment. These included the need to create inclusive action plans and preparedness plans, enhance the DRRM skills of Women in the community, cultivate Women's leadership in humanitarian initiatives, bolster the protection cluster, amplify the participation and representation of vulnerable groups in the planning process, and increase their presence in DMCs. Other identified needs included conducting GESI-related policy orientations for female elected representatives, developing guiding documents and toolkits for local governments to translate GESI principles into actionable steps, reviewing national policies through a GESI lens, involving and consulting Women during the planning stages, assessing the understanding of GESI and DRRM policies among local government officials, encouraging provincial MoSDs to monitor DRRM action plans for GESI integration and implementation, and investing in GESI-focused media advocacy. The project made significant strides in addressing and bridging these gaps.

193. GEDSI monitoring has been a primary focus of the project right from its inception. At the project's outset, UN Women facilitated a session introducing the Gender and Age Marker Toolkit, which served to sensitize the project team about gender- and age-related concerns. As the team reflected on the steps taken to progressively address issues related to gender equality and protection, it became apparent that there was a need for greater attention to age-related considerations in project implementation.

194. During the project design phase, the SUPER Project received a rating of "mark 1 according to the ECHO Gender-Age Marker Toolkit," indicating that its actions meet two to three out of the four criteria outlined in the toolkit: a. gender and age analysis/SADD (sex-age-disability diversity) b. adapted assistance c. prevention or mitigation of negative effects d. adequate participation. On 4 January 2023, UN Women supported SUPER project key implementing partners (UNDP, UNICEF) to undertake IASC gender and age marker together. The exercise received overall marking code 4 in need analysis, adapted assistance; gender-based violence; adequate participation, review set and project problems; Code 0 in complaint and feedback and Code 2 in communicating with communities. Going forward, further action plan has been developed to strengthen gender, age and disability efforts throughout the project.

195. The project's mark 1 rating signifies that project action incorporates gender and age considerations to a certain extent but that further actions are necessary to fulfill all four criteria. To support this endeavor, seven tools were developed and shared with project partners and the team. Among these tools, the sex, age, and disability disaggregated data (SADDD) sheet was introduced to consortium partners and implementing partners for the systematic collection of data disaggregated by the named variables. This tool was consistently employed by all partners. In addition, provincial, district, and municipal representatives had the opportunity to participate in project-run training sessions in Sphere Standards and the SADDD monitoring framework.

196. The project's commitment to establishing partnerships with organizations focused on GEDSI issues as well as LGBTIQ+ and people with disabilities rights, such as Sudurpashchim Samaj, SAC Nepal Surkhet, LACC, and the Forum of people with disabilities, was commendable. Furthermore, a mapping exercise of CSOs representing Women and vulnerable groups was carried out in Karnali, Lumbini, and Sudurpashchim provinces, with technical guidance from UN Women. This exercise

aimed to identify a list of organizations and agencies actively working on gender equality issues and/or advocating for the rights of vulnerable groups (ESF, 2023).

197. The project embarked on a scenario-based costing study with the primary objective of enhancing the comprehension of GESI by DRM practitioners, decision-makers, and other stakeholders within the DRM community. This study focused on estimating the costs associated with gender-responsive services and interventions for earthquake preparedness. The intention behind developing this scenario-based gender-responsive costing framework for DRM was to provide support for advocacy efforts directed at the provincial and municipal governments of Sudurpashchim, Karnali, and Lumbini provinces. The scenarios encompassed two types of disasters: earthquakes and urban flooding and included the preparedness, response, and rehabilitation phases of disaster management. Feedback from field stakeholders indicated that although conducting such a study was highly relevant, the findings were not adequately or effectively disseminated to provincial and local government stakeholders. Afield-level sharing workshop would have been an especially effective means of sharing this valuable information, but this opportunity was overlooked.

198. The project placed great emphasis on ensuring the representation and meaningful participation of diverse groups. In most of the project's result areas, Women's participation exceeded the targeted 40%. Notably, the highest level of Women's participation, 67.6%, was observed in the CERT training, while the lowest participation rate (33%) was in the training of media professionals on humanitarian reporting. In addition, 37% of the core staff members of the SUPER project are Women. These figures underscore the project's dedicated efforts to prioritize GESI and reflect the substantial time and energy invested in this endeavor.

c. Promotion of positive changes among Women, people with disabilities and marginalized groups

199. The project fostered notable positive transformations, particularly in terms of leadership and empowerment among Women, people with disabilities, and marginalized groups. These transformations were achieved through targeted activities such as orienting vulnerable households to community firefighting. During consultations conducted in the field, government ward representatives reported a noticeable increase in the confidence and self-efficacy of all Women who had undergone community-based training but especially *Badi* and Muslim Women. The training sessions, at which Women constituted the majority of participants, covered topics such as fire management, first aid, and LSAR. During the evaluation fieldwork, the evaluation team encountered several instances where Women CERT volunteers effectively rescued others by applying their knowledge of fire management and first aid. Furthermore, the project actively encouraged Women's participation in non-traditional roles, including retrofitting. In the words of one of the Women masons who received training in retrofitting in Amargadhi, Dadeldhura:

> *"Even though we've been involved in the construction sector for a significant amount of time, we were always perceived as unskilled laborers. Thanks to the retrofitting training, we are now recognized as skilled laborers, allowing us to earn higher incomes. We have garnered attention and received requests for new projects. Our earnings are on par with our male counterparts (who have also undergone retrofitting training), a fact that fills us with pride. With this training, we witnessed substantial changes within ourselves, our families, and society as a whole."*

200. The sentiments expressed by other Women beneficiaries echoed this perspective. They strongly believe that acquiring skills and generating income generated a noticeable shift in society's attitudes and behaviors toward them, a change which ultimately improved their quality of life. This project's efforts address one of the needs identified in the Women's Safety Audit Report: the need to increase the representation of Women in leadership and entrepreneurship roles as a means of fostering transformative changes in Women's lives and enhancing their livelihood resilience.

201. Another key finding of the Women's Safety Audit Report was that robust coordination among various stakeholders was important for efforts to raise awareness about gender-related dimensions. It stressed that effective coordination should extend to government entities, I/NGOs, Women's rights organizations (WROs), the private sector, disability rights organizations, LGBTIQ+ groups, and CSOs as well as include representatives from vulnerable communities. In line with this perspective, the project actively engaged and involved all relevant stakeholders during

the formulation of government planning documents. Moreover, the project was conscientious about GESI considerations when selecting beneficiaries. For example, one of the four houses chosen for retrofitting in Amargadhi Municipality belonged to a single woman.

d. Strengthening of protection components

202. The project implemented various measures to bolster its protection components. These measures included conducting gender analysis, maintaining SADDD, enhancing the capacity of stakeholders in a GESI-responsive DRRM cycle, establishing linkages between government DMCs and organizations specializing in DRR, sexual gender based violence (SGBV), and Women's rights, as well as implementing specific actions to promote inclusive participation in project activities.

203. The training provided to government stakeholders on basic protection packages was particularly impactful. This training incorporated critical aspects such as addressing SGBV, safeguarding against sexual exploitation, abuse, and harassment (PSEAH), and integrating gender-responsive budgeting principles. In addition, the project reinforced the protection component by assigning dedicated staff within UNICEF, utilizing the Protection Mainstreaming Key Objective Indicators (PM KOI) tool, and engaging the protection cluster co-lead agency, UNFPA, in the preparation and rollout of protection packages. These efforts had a notable impact in the project provinces, surpassing achievements in other provinces. The project also organized a specialized training on protection within the context of DRR to which it invited a variety of stakeholders from the project provinces, including government and non-governmental agencies as well as CSOs. This event provided a valuable platform for stakeholders to interact, exchange experiences, and share insights gained from each of the three provinces. It effectively raised awareness about the safety and security concerns of vulnerable groups among elected representatives.

204. The project implemented the SADDD framework and encouraged EOCs to collect SADDD in order to promote inclusive preparedness and response. However, it faced challenges in fully achieving this goal due to the dependency of EOCs on other agencies that did not employ the ideal format for database management. Looking ahead, projects like SUPER should advocate for the government to adopt the SADDD framework and maintain data on individuals with diverse needs. The data should include various disabilities, as well as the requirements of infants, lactating Women, and menstruating Women. Collecting such data would enable emergency material stockpiling and response efforts to cater to the specific needs of these groups.

205. The project also prioritized protection when implementing its activities. For example, it addressed the protection concerns of Women, lactating Women, and people with disabilities when planning the schedule of mason training. Provisions were made for breaks and additional support based on the needs of the participants. The project advocated for GEDSI-friendly designs in its activities and put Women, people with disabilities, and marginalized groups at the center of its efforts. During the evaluation fieldwork, many beneficiaries noted that it was the first time any organization or project working on DRRM had approached them to participate and build their capacity.

206. However, some gaps were identified during the evaluation consultations. For example, trainers and project staff were not adequately oriented to disability and gender sensitivity. Instances were reported where LGBTIQ+ participants had preferences for their names on training certificates that were not taken into account, compromising their dignity. In the future, projects like SUPER should focus on the practical aspects of project implementation such as disability-friendly training delivery, LGBTIQ+ friendly certificate preparation and allowance distribution while providing comprehensive orientation to trainers and other resource persons, and program, administrative, and finance staff on GEDSI sensitivity.

207. At the same time, stakeholders also shared many positive experiences that made them feel included and respected. For instance, a separate training on fire management for LGBTIQ+ individuals was conducted in consultation with and upon the request of an organization working for the rights of LGBTIQ+ people. The program's preparation was done in close coordination and consultation with relevant organizations and incorporated feedback from LGBTIQ+ people.

208. To ensure that project activities were delivered in a safe, accessible, accountable, and participatory manner, the PM KOI tool was integrated into the M&E process. Participants were asked to share

their observations in every program through the PM KOI checklist found on the Kobo collect mobile application.

4.3 Disability

209. The project's commitment to addressing disability-related issues in disaster preparedness and response is commendable. The project extensively focused on Leave no one behind principal with the inclusion of people from diverse communities, e.g. Women's groups, vulnerable and excluded groups including ethnic, Dalit, people with disabilities, single Women's group, youth group, elderly, LGBTIQ+. People with disabilities were actively engaged in and consulted throughout the project's design, planning, and execution phases. Despite the numerous challenges that people with disabilities encounter, the project made a concerted effort to reduce barriers to their participation in the area of disaster preparedness and response.

a. Engagement of persons with disabilities in program planning and implementation

210. During its design phase, the project engaged actively with people with disabilities, even including them in needs assessment. This collaborative effort led to the identification of the following ten specific needs of people with disabilities, all of which the project aimed to address:
   - Conducting in advocacy dialogues for policy change.
   - Implementing specialized, context-sensitive approaches to response instead of a one-size-fits-all strategy.
   - Involving people with disabilities in the formulation of plans at all levels of government.
   - Integrating people with disabilities into risk assessments.
   - Establishing a separate relief distribution mechanism targeting people with disabilities.
   - Stockpiling essential materials for people with disabilities.
   - Implementing a dedicated feedback mechanism for people with disabilities in relief efforts.
   - Reducing unnecessary challenges to documentation and registration during disaster response.
   - Encouraging local governments to develop policies and plans that support the livelihoods of people with disabilities.
   - Implementing monitoring mechanisms with specific indicators to track the implementation of inclusive policy provisions.

211. While it is true that addressing these complex issues comprehensively extends beyond the scope of a single project, this project has made a significant contribution by creating a roadmap for future advanced work in this area.

212. The project also produced informational and educational videos on disaster preparedness specifically tailored for individuals with visual and hearing impairments. These videos were developed in consultation with prominent organizations such as the National Federation of Disabled Nepal, the National Federation of Deaf Nepal, the Parent Federation of Persons with Intellectual Disabilities, and the Nepal Association of the Blind. These videos have been well-received by their intended audience as they strike a balance between the main message and the sign language interpreter's footage, maintaining a 70-30 ratio. Furthermore, the content of these videos was simplified based on insights gathered from experienced organizations which had worked in this field for years, thereby ensuring true accessibility. A commendable aspect of this approach was the widespread sharing of these videos through consortium members, partner organizations, and the websites and social media channels of government stakeholders.

b. Representation of persons with disabilities

213. In total, 42 people with disabilities benefitted from the project through various training. Among the project's proactive efforts to enhance people with disabilities representation was its offering of extended skill enhancement training opportunities to people with disabilities. For instance, individuals categorized as people with disabilities in groups C and D participated in masonry training. This deliberate inclusion of people with disabilities in training programs that empower them to pursue livelihood opportunities is commendable. Furthermore, the project advocated for people with disabilities rights using various communication and outreach materials. In addition, a

specialized training program on fire management was conducted with a focus on people with disabilities in Nepalgunj. During field consultations, it became evident that there is still significant potential for projects like SUPER to address the concerns of people with disabilities comprehensively, with particular attention to the diverse range of disabilities that prevail. Doing so entails moving beyond addressing physical disabilities alone and considering measures other than just ramps to ensure accessibility for all.

c. Barriers faced by persons with disabilities

214. During the needs assessment phase, the project identified obstacles encountered by people with disabilities and took steps to mitigate their interference through appropriate interventions. Through its extensive engagement with people with disabilities in a wide range of activities, the project accumulated valuable insights that can inform the planning and execution of future initiatives. The project also reaped practical insights into involving people with disabilities in events. For example, during training events, delays caused by the late arrival of VIP guests at inauguration sessions posed a challenge for meaningful people with disabilities participation. People with disabilities often could not cope well with such delays and required breaks to take medication or rest. These seemingly minor issues can significantly impact the representation and meaningful involvement of people with disabilities. Other projects can draw important lessons from the documented experiences of this project.

5 Good practices and lessons learned

215. The project generated numerous valuable insights and best practices, all of which have been discussed in the "main findings" section above but are conveniently outlined below for the readers' benefit.

5.1 Good practices

216. The major good practices are summarized below:

a. Placing the government in the frontlines of action increases stakeholders' participation and ownership

217. The project ensured that it executed no activity without thorough consultation with government stakeholders beforehand. In addition, government offices assumed the responsibility of organizing and sending out invitation letters to events. Involving the government so intensively spurred high stakeholder engagement, facilitated the transfer of skills from project staff to their government counterparts, and enhanced government ownership in general. This heightened sense of ownership is evident in various government actions. For example, many governments allocated funds to sustain some project interventions, endorsed project-supported plans and included them on government websites, and maintained records of the human resources trained by the project within government offices.

b. Community empowerment contributes to efforts to prepare for and respond to disasters

218. The capacity-building initiatives of the project, which focused on marginalized communities such as sexual minorities, Women-headed households, and other disadvantaged groups, not only strengthened the ability of these groups to prepare for and handle disasters but also empowered them. Simultaneously, these efforts alleviated pressure on local government and security forces, as communities themselves became more self-reliant.

c. Including the LGBTIQ+ community and adopting GEDSI approaches in DRRM initiatives means no one is left behind

219. In a groundbreaking move, the project actively involved the LGBTIQ+ community in DRRM initiatives, thereby empowering them and upholding the principle of "leave no one behind." Individuals within the LGBTIQ+ community, who had typically refrained from participating in community-level activities due to concerns about discrimination, experienced a newfound sense of empowerment due to the project's efforts. Moreover, the training sessions offered a secure platform for individuals who were not openly "out" to join a large support network of LGBTIQ+ individuals, thereby enabling them to engage with like-minded individuals and gain knowledge about disaster preparedness and response in a safe and welcoming environment. Furthermore, good practices that elevated GESI aspect of the project were: GESI analysis, gender audit, Women safety audits, SADDD collection and use, scenario-based costing from gender lens, bringing Women and excluded groups in DRR decisions and discussions, capacity building of Women in nontraditional skills like retrofitting, firefighting and first aid training, making DRR policy and plans gender responsive and inclusive through GEDSI trainings, policy dialogues and consultations to strengthen gender and inclusion lens, work on updating and rolling out protection package, focused intervention for people with disabilities and LGBTIQ+ and partnerships with partner agencies with strong gender and inclusion capacity. They should be continued in the future.

d. The use of advanced technology fostered stakeholders' interest in the project's work

220. The project's practical utilization of cutting-edge technology for both local and provincial governments showcased the effectiveness and efficiency of that technology for disaster preparedness and response. This initiative broadened the horizons of government personnel, introducing them to the possibilities offered by tools such as drones, DGPS, impact models, risk and hazard maps, and software designed for data management and analysis.

e. The strengthening of LEOCs improves coordination and information management

221. Local governments represent the government's most immediate presence within communities at the grassroots level and bear the primary responsibility for disaster preparedness and response. As a result, it is paramount that LEOCs be effective. They serve as a conduit for disseminating information to higher administrative levels, including districts, provinces, and the federal government, but only if they are fully operational. Within this framework, the project's efforts to invigorate LEOCs by seconding IMOs to them not only enhanced the functionality of the LEOCs themselves but also had a ripple effect on the overall competence of local government operations. Moreover, the project's focus on LEOCs will encourage government personnel to continue to acquire the skills they need to manage LEOCs even after the project comes to an end.

f. The engagement of the private sector promotes awareness that disaster is everybody's business

222. The project derived multiple advantages from involving the private sector in DRRM. Collaboration with an insurance company, for example, led to the development of a joint project with the government focused on risk transfer. Partnerships with various chambers of commerce and industries prompted the private sector to recognize disaster preparedness as a significant aspect of corporate social responsibility. Furthermore, providing training to members of electrical and electrician associations effectively disseminated the project's message about DRRM and safe construction practices to homeowners and other stakeholders. In essence, engaging with the private sector created opportunities for a wide array of private entities to make meaningful contributions to DRRM efforts.

g. Strengthening coordination is pivotal for effective preparedness and response

223. Unlike numerous other initiatives, which predominantly provide material assistance, this project prioritized strengthening coordination mechanisms for disaster preparedness and response. Through cluster meetings, participatory cluster plan development, and simulations, it not only improved coordination but also cultivated a culture of activating clusters, even during non-emergency periods.

h. Innovative initiatives are needed to attract the public's attention to DRRM issues

224. The project employed inventive approaches including impact modelling, mobile IEC vans, the recycling and customization of IEC materials, and the creation of videos tailored to individuals with visual and hearing impairments to disseminate critical DRRM information. These methods significantly heightened public awareness about disaster preparedness and response. During evaluation discussions, stakeholders expressed a desire to see the project continued as well as a variety of other DRRM-related initiatives launched. This surge in demand for DRRM projects and activities underscores a growing recognition of the significance of DRRM issues.

i. Effective, gender-responsive and inclusive plans can be developed when they are tested with simulation exercises

225. The project organized simulation drills to evaluate the effectiveness of both the Monsoon Preparedness and Response Plan and the PDRF, both innovative interventions introduced by the project. For the first time, a series of simulations—baseline, midline, and endline—were conducted to assess the evolution of knowledge, skills, and practices across the project's tenure. Stakeholders praised the value of these simulation exercises, emphasizing that practical learning methods like simulations make it easier for individuals to internalize and retain key information.

j. Resource-pooling can be a strategic move to increase efficiency in disaster preparedness and response

226. Exemplifying its commitment to efficiency, the project promoted the concept of resource-pooling. It actively encouraged the sharing of resources between local governments and between provincial governments as well as between tiers. While this advocacy didn't yield any significant outcomes due to the absence of relevant policy provisions, the mere fact that government stakeholders engaged in discussions about and contemplated this idea is noteworthy and warrants further promotion.

5.2 Lessons learned

227. The main lessons the project learned are summarized below:

a. Hold many comprehensive consultations with governments during the design phase

228. Government stakeholders from the federal, provincial, and local levels opined that they should be involved in the project's design phase to ensure that significant decisions regarding the selection of project areas, activities, and implementation methods are made collaboratively. This approach will foster greater ownership and achieve more cost-efficient results.

c. Manage the budget based on geographical remoteness of project area:

229. The project faced budgetary limitations because the budget estimation was based on a reference project implemented in Bagmati Province of Nepal, whose implementation which proved to be less costly than that of implementing this project in all three of its target provinces, Lumbini, Karnali, and Sudurpashchim. This experience served as a valuable lesson.

c. Practice flexibility in managing human resources:

230. The project demonstrated adaptability by recruiting additional human resources as needed, thereby enabling the completion of a substantial number of project activities within a relatively brief timeframe. It was suggested that establishing a position for a seismic engineer would have been a good choice for a project focused on mega-earthquakes. This insight may be valuable for future projects.

d. Work to improve federal-level DRRM mechanisms:

231. Personnel at PEOCs and LEOCs stressed the importance of commencing the institutionalization of the national emergency operation center, NEOC in order to resolve the significant confusion concerning the validation of data produced by EOCs and their accurate representation on the

NDRRMA and MoHA websites. It was recognized that the project's interventions at provincial and local EOCs would only be sustainable if a comprehensive streamlining process began at the federal level. In addition, there is a need for substantially improving the LSAR mechanism at both the federal and the provincial levels. This enhancement would bolster the overall mechanism across all four levels of governance and maximize results at the local level.

e. Transfer skills to government staff to enhance sustainability and advocate for gender responsive and inclusive DRRM:

232. Government stakeholders stated that the endeavors of project staff, especially IMOs and technical officers, to impart skills related to mapping, data analysis and management, and information flow for early warning systems was of the utmost importance for sustainability. However, it was observed that the efforts of the project staff, though commendable, were somewhat limited. The consensus was that more comprehensive planning and execution were required to ensure the effective transfer of these skills couple with advocacy and interventions to promote gender responsive and inclusive DRRM.

f. Focus on communication and planning among consortium members from the earliest phases:

233. The collaboration between UNDP, UNICEF, and UN Women represented a pioneering endeavor in the realm of humanitarian and DRR projects. This consortium effectively harnessed the distinct expertise of each organization and leveraged their social capital within their respective fields of operation. The amalgamation of these three organizations proved to be a sensible choice in an era marked by diminishing resources and fewer donors. That said, the initial five or six months were marked by confusion, primarily because the three organizations did not convene explicitly to strategize and clarify their respective organizational procedures and compliance requirements. The project realized that the sooner organizations openly share their mandates and operational approaches and reach a consensus on their implementation plans, the more expeditiously and effectively a project can be executed.

g. District-level agencies are paramount stakeholders in the overall DRRM mechanism of the country

234. The project initially tended to neglect the district tier of governance. Once it recognized this oversight, during the implementation phase, it tried to include district agencies as extensively as possible. As the DRRM Act (2017) outlines four tiers of governance within the DRRM sector, district agencies are essential stakeholders. Ideally, then, they should join the project right from the initial design phase.

h. Focus on multiple hazards, including climate change, to promote greater ownership of and goodwill for the project

235. Stakeholders consistently anticipated that the project would tackle challenges stemming from hazards that fell outside the project's specific scope. While earthquakes are undeniably a critical hazard in the country, the frequent occurrence of and damage and destruction by other disasters, such as floods and landslides, must not be disregarded. The fact that Nepal ranks as the fourth most vulnerable country to climate change on a global scale should also be factored in when shaping future DRRM projects, especially given that climatic variability is often a cause of other types of disaster.

i. Regularly improve building codes and construction standards

236. One of the paramount takeaways from the mega-earthquakes in Nepal and Turkey is the vital significance of enforcing and regularly revising building codes and construction standards. The fact that numerous older buildings in Nepal had not been designed to withstand seismic forces resulted in widespread damage and much loss of life. Following each earthquake, the project strongly emphasized the need to enhance construction methods and retrofit existing structures to increase their earthquake resistance. While stakeholders acknowledged the project's modest efforts in this regard, they also underscored the pressing need for more extensive actions in the near future.

6. Conclusion

237. The project aligned with national development priorities, country program outputs, and outcomes, as well as the strategic plans of UNDP, UNICEF and UN Women, the UNSDF, and the SDGs. Its objectives were relevant to the targeted provinces, municipalities, and communities. Despite encountering several internal and external challenges, the project proved to be highly effective. The activities aimed at men, Women, and vulnerable groups, including people with disabilities, were executed successfully and yielded positive results. Furthermore, it successfully enhanced the capacities of the communities, wards, and local governments it collaborated with, thus creating a more disaster-prepared environment compared to before the project's inception. The project's activities adapted well to changing circumstances.

238. It effectively established synergies and interconnections with parallel initiatives conducted by UNDP, UNICEF, UN WOMEN, and the Nepal government. Across the board, resources, whether human, material, or financial, were judiciously utilized to achieve the desired outcomes within the specified timeframe. Funds, personnel, time, and expertise were strategically allocated to realize the envisioned outputs and outcomes. In general, the project interventions were carefully executed to promote sustainability, even though it lacked a sustainability plan or exit strategy. The project engaged provincial and local governments in its activities, building their capacity to work independently.

239. Thanks to the project's initiatives, local and provincial governments, as well as communities, have witnessed improvements in their ability to lead effective responses. Moreover, the project's efforts have strengthened disaster preparedness across all levels of government and within communities. In collaboration with the country office team of consortium member, the project's field staff extended their support to provincial and local governments' DRRM initiatives, going beyond their TOR, thus advancing the project's overarching goal of enhancing the country's landscape for disaster risk reduction and management. The project's commendable efforts in addressing the concerns of Dalits, ethnic minorities, people with disabilities, Women, LGBTIQ+ individuals, senior citizens, and other marginalized and disadvantaged groups reflect a strong commitment to promoting human rights.

240. The project was underpinned by a thorough gender analysis and systematically integrated GESI considerations into every phase of its conception, design, and execution. Tools such as the SADDD framework, GESI audits, Women Safety Audit, and scenario-based costing all contributed to strengthening the GEDSI component. Despite the numerous challenges faced by people with disabilities, the project made a concerted effort to reduce barriers to their participation in disaster preparedness and response.

241. The project generated numerous valuable insights and best practices. It positioned the government at the forefront, empowered communities, including vulnerable Women, people with disabilities, and sexual minorities. It showcased the use of advanced technology in DRRM, encouraged private sector engagement, and promoted coordination among stakeholders. Among the many important lessons learned from the project were the inclusion of district-level agencies in DRRM actions, the transfer of skills to government staff, and a focus on addressing multiple hazards.

7 Recommendations

242. Recommendations based on the stakeholders' responses and evaluation team's observation and analysis are presented below:

243. Relevance	
What?	• Design interventions that address multi-hazards, including climate change.
Why?	• Many disaster phenomena in Nepal are rooted on climatic variability and water- related causes. • Recurrent disasters weaken the coping capacities of resource-poor and vulnerable communities, making them even more vulnerable to mega disasters. • Governments at all tiers are tasked with the responsibility of addressing all kinds of disasters and prefer to see DRRM in a holistic manner considering all disasters.

How and when?	• *When designing new projects:* Utilize the learning derived over the years by consortium members working on urban DRR, humanitarian projects and GEDSI. • *When designing new projects:* Set a few strategic but solid activities for model building so that other agencies can learn, accommodate, and replicate. • *When designing new projects:* Continue partnerships with relevant organizations to address the issues of disaster-vulnerable groups

244. Effectiveness

What?	• Choose interventions to fit to the project areas.
Why?	• Nepal has diverse geography and thus diverse hazards and DRRM needs. • Government buy-in and acceptability are pivotal for project interventions to bring the desired outcomes while also utilizing resources and support from government and other stakeholders.
How and when?	• *Towards the end of SUPER Project/When designing new projects:* Prepare all information and awareness related materials in Nepali and local languages, including informative charts maintained at PEOCs. • *Towards the end of SUPER Project/When designing new projects:* Explore more ways to reduce the role of consultants and increase the role of partners, government stakeholders and project staffs.

245. Coherence

What?	• Engage district government agencies as important stakeholders and organizations with field presence as potential partners.
Why?	• DRRM Act recognizes the roles of DMCs and EOCs at the district level as important governance level in the DRRM mechanism under the Nepal's new federal structure. • Partnering with organizations with a strong field presence provides more opportunities to strengthen coherence.
How and when?	• *While designing new projects:* Include interventions to support/ capacitate and coordinate with DMCs and EOCs at the district level. • *When designing new projects:* Focus on engaging organizations that have presence at the field, either office or field staff.

246. Efficiency

What?	• Practice flexibility and seek wider collaboration with stakeholders from the beginning for more efficiency.
Why?	• Government agencies have more physical resources that can be leveraged to enhance the project's efficiency. • NRCS and security forces have their own plans and programs for DRRM and have been the most important supporting hand for the government during disasters. There is a huge scope for technical, physical and financial resource sharing.
How and when?	• *At the early stage of a new project:* Conduct stakeholders meeting, identify potential ways of collaboration or sharing of resources and sign a MoU. Also, develop a detailed implementation plan and guide to ease the induction of new staff and develop a common understanding for implementation among all staffs. • *While designing new projects:* Ensure adequate human resources, each with clear TOR. • *While budgeting:* Consider geographical remoteness of the project area. Practice some amount of flexibility in staffing and budgeting.

247. Sustainability

What?	• Develop a clear exit strategy and sustainability plan with a recommended roadmap for future projects based on the learning from the project.
Why?	• An exit strategy and sustainability plan is important to handover the project generated knowledge products and good practices for government and other stakeholders to continue and build onto in the future. • Sharing of exit strategy and sustainability plan would encourage government to make necessary preparations from their side too to continue important work such as the work of IMOs.

How and when?	• *During the planning phase of a project*: Engage government stakeholders to find the best way out.
	• *While developing roadmap for the current or future projects*: Consult with the concerned authorities to chart a roadmap for future governments and future projects.
	• *Towards the end of SUPER Project:* Develop a handover package including all knowledge and outreach products, rosters, studies and policy brief, plans, assessments and other documents. Provide both hard copies and softcopies to all government agencies and ensure that soft copies are recorded in the government system or websites as appropriate for future reference. Document the best practices and lessons learned and disseminate those at the wider level so that new projects would not be 'reinventing the wheel.'
	• *While preparing the exit plan*: Consider the fact that local organizations will continue to work in the project area post the project tenure and thus need to be capacitated so that they can advance and build upon the project agenda/ project introduced solutions.
	• *While preparing the roadmap document*: Ensure every activity has upward-downward and horizontal linkage as appropriate. E.g. when volunteers are generated locally, ensure they are either linked to the NDRRMA's volunteer system or that local governments are informed about the importance of doing so; when EOCs at the lower tiers are strengthened, ensure they can perform in sync with NEOC, MoHA and NDRRMA.
	• *While preparing the roadmap document*: Focus more on providing technical support and technical skills transfer such as to improve the functionality of EOCs after the project tenure.

248. Impact	
What?	• Advocate the government to translate plans to actions through budget and human resource allocation and regular simulation.
	• Continue advocacy and sensitization targeting the government stakeholders by considering the frequent transfer of government officials and the government administration modality where a person without academic or empirical background on DRRM can be transferred to the ministry overseeing DRRM.
Why?	• Government officials are frequently transferred, particularly at the provincial level
	• Government officer assigned the role of a DRR focal person is not necessarily a person with academic or empirical background on DRRM
	• For a plan to be implemented, those in decision-making/ leadership positions must be fully convinced and motivated.
How and when?	• *Towards the end of SUPER Project:* Get letters of commitment or a signed declaration from the government wherever possible.
	• *While designing new projects/towards the end of SUPER Project:* Continue advocacy and sensitization targeting the government stakeholders.
	• *Towards the end of SUPER Project:* Ensure government endorsed plans are uploaded in official websites with access to the public so that the public may also demand for their implementation.

249. Human rights	
What?	• Strengthen the complaint feedback mechanism.
Why?	• Vulnerable groups often lack the confidence and willingness to complain or provide feedback in a public setting. Provisioning a complaint/feedback box is critical to ensure the right to participation and accountability.
	• Feedback from beneficiaries, particularly from complaint/feedback boxes, can be a valuable source of information for a project to improve its delivery as well as explore other pathways to achieve the set objective.
	• Complaint feedback mechanism is essential for early problem identification, learning and adaptation, building trust, legal and ethical compliance, quality assurance, documentation and reporting and conflict prevention.
	• Token provision of a complaint/feedback box without a proper awareness, opening and comments addressing mechanism cannot produce desired results.
How and when?	• *At the start of a new project:* Inform wider public about the provision of a complaint/feedback box and the anonymity and security clauses.

	● *At the start of a new project:* Set up committees and protocols to open the complaint/feedback box and address the issues raised.

250. GESI	
What?	● Share and advocate for the wise use of "scenario-based gender responsive costing framework for DRM" to the provincial and local stakeholders.
Why?	● "Scenario-based gender responsive costing framework for DRM" can act as a fundamental reference document for government stakeholders for GEDSI sensitive budgeting. ● Wider sharing and advocacy of the document would maximize result and justify the time and effort spent on its preparation.
How and when?	● *While designing new projects/towards the end of SUPER Project:* Organize workshops to share about the scenario-based gender responsive costing framework for DRM at the provincial and local levels. Design and implement safety audits tailored to Women to pinpoint safety and security issues and protective measures, with a specific emphasis on addressing gender-based violence (GBV), especially concerning Women and girls. ● *At the start of a new project/towards the end of SUPER Project:* Sensitize government stakeholders and security forces further about the rationale of SADDD framework and its linkage with GEDSI sensitive response and budgeting. ● *At the start of a new project:* Provide comprehensive orientation to the program as well as admin/finance staffs on GEDSI sensitivity focusing on practical aspects of project implementation.

251. Disability	
What?	● Consider all ten types of disabilities/ disability diversity while designing project interventions.
Why?	● A blanket approach to disability does not work as each kind of disability has different set of requirements. ● Embracing the principle of non-discrimination, all types of disability should be viewed with equal priority.
How and when?	● *While designing new projects:* Focus on increasing the participation of people with disabilities through greater engagement of organizations working on people with disabilities, and people with disabilities residing in the communities. ● *While designing new projects:* Allocate more budget to make project products, both software and hardware, more universally accessible. ● *At the start of a new project:* Train project staff about the diversity in disability (ten types of disability), and ensure that project activities are sensitive to this diversity and transformative to the extent possible.

Annexes

Annex-1: Terms of reference

Final Evaluation of Strengthening Urban Preparedness, Earthquake Preparedness and Response in Western Region of Nepal (SUPER) project

1. Background and context

The SUPER project targets provincial and local governments of Sudur Paschim, Lumbini and Karnali provinces with focus on earthquake preparedness and 4 urban municipalities namely Dhangadi, Amargadi and Jay Prithvi from Sudur Paschim and Nepalgunj from Lumbini being focus of both earthquake and urban preparedness. It aims to achieve enhanced understanding and shared realization of earthquake and urban risks amongst local and provincial stakeholders leading to increased efforts, capacities and skills at community, ward, municipal, cluster and provincial levels for planning and implementing inclusive earthquake and urban disaster preparedness and emergency response actions through effective coordination mechanisms. With more than 200 years from the last known major earthquake in Western Nepal, several scientific studies conclude that a major earthquake is due soon in Western Nepal and is expected to be catastrophic with unprecedented impacts on life, livelihood, assets, and infrastructure. Recognizing existing interlinkages between Sudurpaschim, Karnali and Lumbini Provinces and their major cities (Birendranagar, Nepalgunj/ Butwal) in terms of connectivity, interdependence for resource/ logistics and sharing of limited infrastructure and services, SUPER aims to strengthen their provincial systems and formalize connections for a coordinated and unified response across the Western region.

SUPER also focuses on earthquake preparedness in Sudurpaschim province, with related activities covering its three municipalities- Dhangadi, Amargadi and Jaya Prithvi- that are strategically important in terms of location, infrastructure, and administrative services to establish and demonstrate a capacitated system and well-designed/ exercised coordination mechanisms for effective emergency response. Dhangadi is also the provincial headquarter, Amargadi and Jaya Prithivi- two high-risk municipalities in mid-hill region- serves other municipalities in hinterland and is one of the most remote municipalities respectively. The project is working with Dhangadi (Wards 1, 2), Amargadi (Wards 5, 7), Nepalgunj (Wards 3, 7,) Jayaprithvi (Wards 9,10) to reduce risk due to imminent earthquakes and recurrent urban hazards like fires and build their capacity to plan and prepare for effective response at both community and municipal levels.

The Project focusses on 5 output/result areas provided below which are explained hereunder:
- Output 1: Shared understanding/ anticipation for managing earthquake and urban risks.
- Output 2: Systems strengthening at provincial and local levels (coordination mechanisms, plans)
- Output 3: Clusters-specific preparedness, and improved coordination and interlinkages between province, local levels, and humanitarian stakeholders
- Output 4: Demonstrating specific measures for reducing disaster risk in urban municipalities and provinces through enhanced preparedness.
- Output 5: Advocacy and policy engagement for enhancing humanitarian preparedness and reducing disaster risk.

The Action is implemented through a consortium led by UNDP with UNICEF and UN WOMEN. Within UNDP, the Action will be part of its flagship program on DRRM- Comprehensive Disaster Risk Management Program and is being implemented with active engagement of UNICEF and UN Women. Geographically, UNDP is responsible for action implementation in Sudurpaschim and Karnali provinces as well as municipalities of Dhangadhi, Amargadhi and Jayaprithvi while UNICEF is responsible for Lumbini Province and its Nepalgunj sub-metropolitan city. Thematically, cluster/ humanitarian level engagements are co-led by UNICEF under WASH, Education (with SAVE) and Protection (with UNFPA), while urban and other earthquake preparedness are led by UNDP, with UN Women being overarching lead on Gender Equality and Social Inclusion (GESI). The action has a single project team comprising personnel from UNDP, UNICEF and UN Women, working at the national, provincial and municipal levels led by a National Project Coordinator for the entire consortium.

SUPER project was formulated by building on the four key priorities of the Sendai Framework for Disaster Risk Reduction (SFDRR) 2015-2030. SFDRR identifies 4 key priorities i.e., 1. Understanding disaster risk; 2. Strengthening disaster risk governance to manage disaster risk; 3. Investing in disaster risk reduction for resilience; 4. Enhancing disaster preparedness for effective response and to "Build Back Better" in recovery, rehabilitation, and reconstruction. The 5 outputs/result areas in the Joint Programme focus on two thematic areas of urban disaster preparedness and earthquake preparedness.

SDGs directly addressed through the project, including by building on competitive advantages of the three UN-partners and an NGO include:

- ❖ SDG 5: Achieve gender equality and empower all Women and girls.
- ❖ SDG 10: Reduce inequality within and among countries.
- ❖ SDG 11: Make cities and human settlements inclusive, safe, resilient, and sustainable.
- ❖ SDG 16: Promote peaceful and inclusive societies for sustainable development.
- ❖ SDG 17: Strengthen the means of implementation and revitalize the global partnership for developments.

SUPER is also inherently built on relevant National Development Priorities, especially the 'Fifteenth Plan' vision, goal, objectives, strategies and working policies for 'Disaster Risk Reduction and Management' (Chapter 10.8) and 'Inclusion' (Chapter 10.6). SUPER design has been informed by key processes and recent developments in the Constitutional powers and aspirations of Nepal, including the re-structuring of public institutions and the provision of new laws to protect and empower Women and other marginalized people. Apart from SFDRR the interventions and objective to be achieved under this project has been informed by globally, regionally, and nationally agreed upon indicators that have already been or are being localized, e.g., the Asian Ministerial Conference on Disaster Risk Reduction; national strategic plan of action for DRR, Nepal's SDG indicators that measure changes in resilience etc. SUPER has been formulated based on key learnings of the 2015 earthquake, 2017 floods and other localized disasters and there has been mid-course adjustments, based on learnings from 2022 the Doti earthquake of 2022 and the Karnali floods of 2022.

SUPER has conducted specific GESI analysis on gender discrimination and how inequalities could be exacerbated in communities during disasters and recommend remedial measures in preparedness plans, disaster risk reduction and response. It has been exploring gender differential impacts and needs of communities intersecting various identities like gender, age, disability, caste/ethnicity, equity, urban/rural residence, vulnerability, marginalization, and other variables. GESI lens have been applied in design and execution of all activities, including awareness-raising, address GESI needs and capacities. Collection and use of sex, age, disability and diversity data has been initiated. Comprehensive protection package and trainings and GESI in EPR and DRR trainings were conducted. Consultations and policy dialogue on GESI responsive DRR increased awareness, capacity and commitments to improve polices, plans and provisions from GESI lens. Similarly, focusing on Protection, SGBV and PSEAH and utilize SADDD monitoring framework, Women safety audit, and lessons learned has served strengthened programming.

The project was commenced in August 2021 with an end date of July 2023. There has been in principle agreement on a no-cost to 30 November 2023. Thus, the total duration of the project will be 28 months, between August 2021 –November 2023. The total approved budget for the project was USD 2.91 million. As the project is ending on November 2023 (approval for extension from July 2023 to November 2023 is in process), UNDP as consortium lead is planning to commission a final evaluation to identify and document achievements of project results, challenges encountered, lessons learned and good practices. The findings of the final evaluation will provide way forward for any future course of similar action. Thus, the final evaluation report is expected to include specific recommendations for future interventions.

Basic Project information can also be included in table format as follows:

Project title	Strengthened Urban Preparedness and Earthquake Response in Nepal (SUPER)
Atlas ID	00120172
Corporate outcome and output	• UNDAF (2018-2022) Outcome 3: 'Resilience, Disaster Risk Reduction and Climate Change'. • CPD (2018-2022) Output 3.1 Understanding and knowledge on environment, climate change adaptation and disaster risk reduction enhanced at national, subnational and community levels to make development risk informed. • CPD (2018-2022) Output 3.2 Policy and institutional mechanisms strengthened for integrating gender responsive CCA/DRR and environment management in national and key sector's development planning. • CPD (2018-2022) Output 3.4: Capacities of subnational governments and communities strengthened for effective preparedness and response, environment management, CCA/DRR.
Country	Nepal
Region	Asia Pacific

Date project document signed	2 August 2021	
Project dates	Start	Valid period
	2 August 2021	30 November 2023
Project budget	US$ 2,910,216.72	
Project expenditure at the time of evaluation	Amount 90 % of the project budget	
Funding source	ECHO	
Implementing party	UNDP, UNICEF, and UN-Women	
Evaluation information		
Evaluation type	Project evaluation	
Final/midterm review/ other	Final	
Period under evaluation		
Evaluators		
Evaluator email address		
Evaluation dates		

2. Evaluation purpose, scope and objectives

In line with the UNDP Evaluation Guidelines 2019, a final evaluation of the SUPER was planned in the project design to be commissioned through independent evaluators. To evaluate the relevancy and effectiveness of the UNDP's implementation of the project and provide specific recommendations for the similar initiatives in the future, the final evaluation is scheduled for July-September 2023, as planned in the UNDP 2023 Evaluation Plan.

The overall purpose of the final evaluation is to assess the results achieved against targets, effectiveness of the implementation approaches, in contribution to higher level outcome results and encountered challenges, identify, and document the lessons learnt and good practices, and make specific recommendations for future course of actions for any such similar interventions.

The final evaluation findings will be useful in designing the similar initiatives in the future for disaster risk reduction and earthquake preparedness. The project final evaluation will also serve as an accountability and learning opportunity to provide guidance and recommendations for UNDP's continued support to disaster risk reduction, earthquake preparedness and resilience building support in Nepal.

The final evaluation will specifically give emphasis on: accounting for results (i.e., to what extent have the intended results been achieved); impact and sustainability; review results towards the project's objectives and outcomes; assess the efficiency and cost-effectiveness of how the project has moved towards its objectives and outcomes; identify strengths and weaknesses in project design and implementation; and provide recommendations on design modifications that could have increased the likelihood of success, and on specific actions that might be taken into consideration in designing future projects of a similar nature. The evaluation would also assess the project's sustainability and project's contribution in expanding the gender equality and social inclusion dimension in SDG integration and localization.

Scope of evaluation:

The final evaluation will cover the full scope of the SUPER project and covers the interventions at all three level of governments (federal, provincial and local).

The evaluation will focus on relevance, coherence, efficiency, effectiveness, impact, and sustainability of the intervention. In addition, the evaluation will assess how the intervention sought to mainstream gender and social inclusion issues and application of the human rights -based approaches in project design and implementation at all levels.

Mainly, the evaluation should cover at least the following areas:
- Relevance of the project: Assess the appropriateness of the project design particularly project's objectives, Theory of Change, Results and Resource Frameworks, project management arrangement, as it relates to the achievement of project objectives, its linkages with the government's national strategic plans, UNSDCF and problems it intends to address, and relevance to beneficiaries need, LNOB aspects.
- Effectiveness and efficiency in project implementation: Assess the project's direct and indirect accomplishments (results) and its contributions towards the achievement of the anticipated results, including any constraints on its effectiveness, and any unintended results , assess the cost efficiency of the project intervention, the quality and timeliness of inputs, the reporting and monitoring

[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.

system, assess the effectiveness of the project's management arrangements, analyse the underlying factors beyond UNDP control that affect the achievement of the project results.
- Impact of the project: Assess the quality of direct and indirect changes from the baseline in terms of IT development, promotion of e-governance and collection of revenues to the state budget, integration of disaster risk reduction and management in sectoral policies and strategies, capacity enhancement of the target group, partnership and engagement enhanced, the functional efficiency of the target institutions increased etc.
- Coherence of the project: alignment with UNDP's core documents (e.g., UNDP CPD), national priorities (e.g 15th development plan and SDG Road map 2016-2030, Strategic action plan for disaster risk reduction, Nepal 2018-2030), and other related UNDP, UN, and Development Partner projects.
- Sustainability of the project interventions: sustaining the positive impacts of the project interventions beyond the project life, opportunities for scalability.
- Assess the management and implementation arrangement of the project including financial and human resource management, monitoring and oversight, partnership strategies as well as the SESP and risk management strategies in terms of their contribution to the delivery of project results in accordance with the project's Results and Resources Framework (RRF);
- Identify and examine key external factors beyond the project's control that have contributed to the program's successes and failures.
- Document the lessons learned in the design, delivery, management and monitoring of the project that will add value to similar projects in the future.
- Assesses the impact of the project on gender equality and social inclusion, and include recommendations on gender equality and Women's empowerment cutting across effectiveness, efficiency, sustainability and lessons learnt on gender equality and Women's empowerment.

3. Evaluation criteria and key guiding questions

The final evaluation will adopt the six evaluation criteria by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD) - Relevance, Effectiveness, Coherence, Efficiency, Impact and Sustainability. Moreover, additional cross-cutting criteria such as Human Rights, Gender Equality and Social Inclusion, Transparency and Accountability, and environment and resilience will also be included.

The evaluation will address the following main evaluation questions:
i. To what extent has the SUPER project achieved (or is likely to achieve) its intended objectives? What factors contributed to or hindered the project's performance and sustainability of the results? ii. To what extent was the SUPER project relevant and effective in strengthening system, capacity and coordination mechanism for earthquake preparedness and urban disasters risk management at provincial and local levels?
- To what extent gender equality and social inclusion dimensions were integrated/mainstreamed in the disaster risk reduction system and mechanism as well as disaster risk reduction preparedness activities?
- What are the key considerations to be made while developing the similar kind of the project interventions?

The guiding questions outlined below should be further refined by the evaluators and agreed with UNDP and stakeholders prior to commencing the evaluation.

Criteria	Guiding Questions
Relevance	To what extent was the project in line with national development priorities, country programme outputs and outcome, the UNDP and UNICEF Strategic Plan, UNSDF and the SDGs?
	How relevant was project to the targeted provinces and municipalities and communities?
	To what extent were lessons learned from other relevant projects considered in design?
	To what extent are the objectives of the project design (inputs, activities, outputs and deliverables) logical and coherent?
	To what extent has the project been able to adapt to the needs of the different target groups (including tackling the gender equality and social inclusion aspects) in terms of creating enable environment for inclusive, affordable and peoplecentred reconstruction policies and actions?
Effectiveness	To what extent the project activities were delivered effectively in terms of quality, quantity and timing?
	What factors, systems and mechanisms have contributed to achieving or not achieving the intended outputs?
	To what extent were the project results achieved, considering men, Women, and vulnerable groups including people with disabilities?
	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 better preparedness for disasters?
Coherence	How well the intervention fit in changed context?
	To what extent the intervention is aligned with Government's policies, UNSDCF
	To what extent the intervention addressed the synergies and interlinkages with other interventions carried out by UNDP, UNICEF and UNWOMEN or Government of Nepal? (internal coherence)
	To what extent the intervention was consistent with other actor's interventions in the same context or adding value to avoid duplication of the efforts? (External coherence)
Efficiency	How efficiently were the resources including human, material and financial, used to achieve the above results in a timely manner?
	To what extent was the existing project management structure including monitoring/quality assurance and results framework appropriate and efficient in generating the expected results?
	To what extent has the project implementation strategy and its execution been efficient and cost-effective?
	To what extent has there been an economical use of financial and human resources? Have resources (funds, staff, time, expertise, etc.) been allocated strategically to achieve envisioned outcomes and outputs?
Sustainability	To what extent did the project interventions contribute towards sustaining the results achieved by the project, ensuring ownership of the provincial and local governments?
	To what extent community participated and expressed their ownership and understanding in addition to the provincial and local governments?
	What could be potential new areas of work and innovative measures for sustaining the results?
	To what extent the project contributed to build capacities of provincial and local governments, community empowerment which will contribute to sustainability of the effort?
	To what extent are the benefits of the projects likely to be sustained after completion of this project?
	What are the plans or action taken by the local and provincial authorities, and what are the communities' view to ensure that the initiatives will be continued after the project completion?
	How has project contributed towards replication of initiatives at local level and provincial level?
Impact	How has project interventions led to improved response and any case/example to demonstrate the impact or early impacts?
	Has project initiatives led to change in other sectoral and community interventions of municipality and provinces in terms of disaster preparedness?
	Has project guided or informed disaster preparedness interventions by other development partners?
Human rights	To what extent have Dalit, ethnic minorities, people with disabilities, Women, senior citizen and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact?
	To what extent have project integrated Human Rights based approach in the design, implementation and monitoring of the project? Have the resources been used in an efficient way to address Human Rights in the implementation (e.g. participation of targeted stakeholders, collection of disaggregated data, etc.)?
Gender equality and	To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through knowledge, skills and technology transfer, mass awareness including media and social campaigns, planning, orientation and training?

social inclusion	To what extent have gender equality and the empowerment of Women been addressed in the design, implementation and monitoring of the project?
	To what extent has the project promoted positive changes (leadership, empowerment) of Women, differently abled people and marginalised groups.
	To what extent the project strengthened protection components?
Disability	Were person with disabilities consulted and meaningfully involved in programme planning and implementation?
	What proportion of the beneficiaries of a programme were person with disabilities?
	What barriers did person with disabilities face?

4. Methodology

The evaluation approach and methodology proposed here is indicative only. The evaluation team should review the methodology and propose the final methods and data collection tools in the inception report, following review of the project related documents and reports. The method and tools should be contextsensitive and adequately address the issues of human rights, gender equality and social inclusion. Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.

The final evaluation should build upon review of the available project documents, field visits, interviews, and focus group discussions, which would provide an opportunity for more in-depth analysis and understanding of the project. The evaluation team is expected to frame the evaluation using relevance, coherence, effectiveness, efficiency, impact, and sustainability criteria.

The evaluation team must provide evidence-based information that is credible, reliable, and useful. The evaluation team should follow a participatory and consultative approach ensuring close engagement with government counterparts at federal, provincial, and local levels, the project team, three implementing UN agencies (UNDP, UNICEF and UNWOMEN), including the evaluation manager, and other critical stakeholders. Thus, the evaluation team is expected to work closely with the UNDP Country Office during evaluation. Methodological approach may include some or all of the following:

Document Review
The evaluation team should review the project-related documents such as the Project Document, theory of change and result framework, annual and quarterly progress reports, annual work plans, baseline report, project board meeting minutes, technical/financial monitoring reports, publications, strategic documents, policies, and other documents that the team considers useful for the evaluation.

Interviews and Consultations
The evaluation team should develop appropriate interview structures and questionnaires for various stakeholders, based on the evaluation criteria, and conduct in-depth interviews (KIIs), meetings, and focus group discussions with key concerned project stakeholders, including from selected federal, provincial and local governments, relevant stakeholders, Development Partners, UN agencies, and others as relevant. Surveys and questionnaires may also be considered for community level intervention if relevant. All interviews should be undertaken in full confidence and anonymity. At least, 1-2 Women only focus group discussion should be conducted at community level to ensure the gender issues and voices are adequately captured in the evaluation. The final evaluation report should not assign specific comments to individuals. Interviews can be taken in person or virtual depending on the availability of the selected respondents. The evaluation team should select the respondents and participants representing intervention local governments using an appropriate sampling technique. While selecting the respondents, the review team should ensure gender balance and inclusion to the extent possible.

Field Visits
The evaluation team should conduct field visits to selected municipalities from each province to observe the project results and interact with the beneficiaries, conduct in-depth interviews and consultation with different stakeholder. The team will observe systems, products and services delivered, as appropriate. Applicable travel cost and DSA during the field visit will be borne by UNDP.

Briefing and De-Briefing
The evaluation team should organize briefing and debriefing sessions with UNDP, the project team, and other partners, as relevant. The evaluation team should ensure triangulate the various data sources to maximize the validity and reliability of data.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation should be clearly outlined in the inception report and fully discussed and agreed between UNDP, key stakeholders, and the evaluators.

This is also to note that, in additions to what has been detailed out above, given the nature and size of the project also including engagement of diverse expertise and groups in the project from its formulation to completion, the evaluation process should carry out an extensive consultation process, should be undertaken with the key people engaged in the project, such as those involved in the implementation of the project, not limited to UNDP, UNICEF and UN Women, but also the key partners- national and international, the programme management team, the provincial and local governments, Emergency Operation Centres at municipal, district and provincial level in addition to the direct beneficiaries of the project areas.

5. Evaluation products (deliverables)

The outputs expected from the evaluation team is in the following detailed timeline and schedule for completion of the evaluation products, with detail of the length of specific products (number of pages). These products could include:
- Evaluation inception report (10-15 pages). The inception report should be carried out following and based on preliminary discussions with UNDP after the desk review and should be produced before the evaluation starts (before any formal evaluation interviews, survey distribution or field visits) and prior to the country visit in the case of international evaluators.
- Evaluation debriefings. Immediately following an evaluation, UNDP may ask for a preliminary debriefing and findings.
- Draft evaluation report (within an agreed length).[12] The programme unit and key stakeholders in the evaluation should review the draft evaluation report and provide an amalgamated set of comments to the evaluator within an agreed period, addressing the content required (as agreed in the TOR and inception report) and quality criteria as outlined in these guidelines.
- Evaluation report audit trail. Comments and changes by the evaluator in response to the draft report should be retained by the evaluator to show how they have addressed comments.
- Final evaluation report.
- Presentations to stakeholders and/or the evaluation reference group (if requested in the TOR).
- Evaluation brief and other knowledge products or participation in knowledge-sharing events, if relevant.

Final payment is dependent on the approval of the report by the UNDP. It is understood that if needed multiple drafts may be required until the final approval.

6. Evaluation team composition and required competency

The evaluation will be carried out by a team of two national consultants. The person involved in the design, management or implementation or advising any aspect of the SUPER project will not qualify as part of the evaluation team. The evaluators will be selected by UNDP Country Office. The evaluators are expected to possess the following qualification, skills, and experiences:

1. National consultant (Team Leader)
   Total working days: 35

Responsible for overall lead and management of the final evaluation. S/he should be responsible for the overall conceptualisation, planning and conduct of the evaluation, submission of the quality and timely evaluation reports and briefing to the UNDP. S/he will ensure that the gender equality and social inclusion perspective is incorporated throughout the evaluation process and the report.

Major roles and responsibilities:
- Finalizing and designing the detailed scope and methodology for the evaluation
- Ensure appropriate division of tasks within the team
- Ensure GESI perspectives are incorporated throughout the evaluation process and final report
- Gathering and review of relevant documents

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[12] A length of 40 to 60 pages including executive summary is suggested.

- 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
- Coordinate with UNDP CO for evaluation related information

Qualification and Competencies:
- At least master's degree in Disaster and Climate Governance, Natural Resource Management, international development, Development Economics or related stream/subject
- At least 10 years of demonstrated experience in designing and leading similar kinds of evaluations of development projects related to DRR/ Urban risk management/EQ preparedness.
- At least ten-year experience of working on disaster risk management or disaster resilience projects/issues such as disaster risk governance, community-based preparedness, urban risk reduction, earthquake risk management, DRR policy support and institutional strengthening
- Excellent analytical and report writing skills, thorough knowledge on different evaluation methodologies/instruments both in the case of quality and quantitative
- Excellent command in different data collection methods including FGDs, KII and Social surveys ▪ Adequate knowledge on gender sensitive evaluation.
- Adequate knowledge and/or experience of disability inclusion in development projects.

Language requirements:
- Excellent English and Nepali communications and writing skills.

2. GESI Expert (Team member): Total working days: 30

Responsible for reviewing documents; analysing the progress, issues and challenges of the project. S/he should support the team leader for overall implementation of the evaluation including finalizing the methodology, drafting, editing, supplementing, correcting and/or revising selected chapters of the evaluation report as assigned by the Team Leader; assisting the Team Leader to ensure gender equality and social inclusion dimensions is mainstreamed in all stages of the evaluation including final evaluation report.

Major roles and responsibilities:
- Gathering and review of relevant documents
- Provide technical inputs to the team leader in designing the gender responsive final evaluation including finalizing methodologies and data collection instruments
- Conduct field visits in selected municipalities and conduct consultation and interview with the selected target group, partners and stakeholders
- Facilitate stakeholders' discussion and focus groups to collect, collate and synthesize information especially related to livelihood interventions
- Analyse the data and support the team leader in drafting, edition, correcting and/or revising selected chapters of the evaluation reports particularly livelihood components ▪Assist the team leader in finalizing the report and sharing it with stakeholders

Qualification and competencies:

- Master's degree in any discipline, preferably management, sociology, statistics, rural development and social works from a recognized university or institution.
- At least 5 years demonstrated experience of conducting evaluations of projects related to preparedness and response.
- Demonstrated work experience in the field of project implementation, monitoring and/or project design in reconstruction and development sectors
- Demonstrated experience and understanding of gender-sensitive methodologies for conducting mapping, assessments and/or analyses of vulnerable groups.
- Excellent command in different data collection methods including FGDs, KIIs and Social Surveys.

Language requirements
- ▪ Strong English and Nepali communication and writing skills

The Evaluator/individual consultant should provide clear methodology, updated resumes, work samples, references shared to support claims of knowledge, skills, and experience.

Evaluator' independence is compulsory. Individual consultant involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation will not be qualified.[13]

7. Evaluation ethics

This evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation'[14]. The consultant 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 with the express authorization of UNDP and partners.

8. Implementation arrangements

The principal responsibility for managing this Evaluation resides with the UNDP Country Office (CO) in Nepal. The UNDP CO will contract the consultants and ensure the timely provision of logistic arrangements for implementation of the evaluation. The consultant will directly report to Evaluation Manager, i.e. RBM Analyst in this case. 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 in leadership of Portfolio Manager of the Resilience Portfolio. They will also be responsible for the logistic arrangements of the evaluation, for setting up stakeholder consultations and interviews as needed, arranging field visits, coordinating with the governments and development partners, etc.

The evaluation will remain fully independent. The consultant will maintain all the communication through Evaluation Manager. The Evaluation Manager should clear each step of the evaluation. The final evaluation report will be signed off by the UNDP CO Deputy Resident Representative. A mission wrap-up meeting during which comments from participants/stakeholders will be noted for incorporation in the final report.

The evaluator will be briefed by UNDP at the start of the assignment on the objectives, purpose and scope of the Final evaluation. Key relevant project documents 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 as deemed necessary. 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.

9. Time frame for the evaluation process

The evaluation is expected to start in first week of July for an estimated duration of 65 persons days (35 working days for Team leader and 30 working days for Team member) spread over three months. This will include desk reviews, primary information collection, field work, analysis and report writing. The evaluation team should provide division of works among the team members in the inception report.

S. N.	Deliverables	Estimated number of persons days	Timeframe	Payment
1.	Submission of an Inception Report with a detailed methodology and a time bound work plan with key deliverables in consultation with UNDP	10 persons days (TL-5 days; TM-5 days)	Within 10 days of signing the contract	20 percent of the contract amount upon approval of inception report

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[13] For this reason, UNDP staff members based in other country offices, regional centres and headquarters units should not be part of the evaluation team.
[14] UNEG, 'Ethical Guidelines for Evaluation', June 2008. Available at http://www.uneval.org/search/index.jsp?q=ethical+guidelines.

2.	Interviews, meetings, discussions, field visits for data collection	36 persons days (TL-18 days; TM18 days)	Right after approval of the inception report	None
3.	Evaluation de-briefing meeting to UNDP after completion of the field mission	2 persons days (TL-1 day; TM-1 day)	Within 35 days of signing the contract (right after the field missions)	None
4.	Submission of Draft Evaluation Report to UNDP for its review	12 persons days (TL-6 days; TM-6 days)	Within 45 days of signing the contract	40 percent of the contract amount upon approval of the draft report
5.	Submission of Final Evaluation Report incorporating comments/feedbacks from the presentation and approval of the report by UNDP	5 persons days (TL-5 days)	Within 60 days of signing the contract	40 percent of the contract amount upon approval of the final report

ACTIVITY	ESTIMATED # OF PERSONS DAYS	DATE OF COMPLETION	PLACE	RESPONSIBLE PARTY
Phase One: Desk review and inception report				
Meeting briefing with UNDP (programme managers and project staff as needed)	-	At the time of contract signing	UNDP	Evaluation Team
Sharing of the relevant documentation with the evaluation team	-	At the time of contract signing	Via email	Evaluation Team
Desk review, Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed	10 persons days	Within 10 days of contract signing	Home-based	Evaluation Team
Submission of the inception report (15 pages maximum	-	Within 10 days of contract signing		Evaluation Team
Comments and approval of inception report	-	Within two weeks of contract signing	UNDP	Evaluation Team
Consultations and field visits, in-depth interviews and focus groups	36 persons days	Within 35 days of contract signing	Field With field visits	UNDP to organize with local project partners, project staff, local authorities, NGOs, etc.
Debriefing to UNDP and key stakeholders	2 persons days		UNDP	Evaluation team
Preparation of draft evaluation report (50 pages maximum excluding annexes), executive summary (5 pages)	12 persons days	Within 45 days of contract signing	Home-based	Evaluation team
Draft report submission	-			Evaluation team
Consolidated UNDP and stakeholder comments to the draft report	-	Within one week of submission of the draft evaluation report	UNDP	
Finalization of the evaluation report incorporating additions and comments provided by project staff and UNDP country office	5 persons days	Within 55 days of contract signing 23 August 2023	Home-based	Evaluation team

Submission of the final evaluation report to UNDP country office (50 pages maximum excluding executive summary and annexes)	-	Within 60 days of contract signing	Home-based	Evaluation team

Annex-2: Schedule of field evaluation mission

Date	Team	Palika/province	Key activities*
Aug 10, 2023	Dhruba and Pratistha	Dang	Observation and interviews with relevant stakeholders
Aug 11, 2023	Dhruba and Pratistha	Nepalgunj	Observation and interviews with relevant stakeholders
Aug 12, 2023	Dhruba and Pratistha	Nepalgunj	Observation and interviews with relevant stakeholders
Aug 13, 2023	Dhruba and Pratistha	Surkhet	Observation and interviews with relevant stakeholders
Aug 14, 2023	Dhruba and Pratistha	Dhangadhi	Observation and interviews with relevant stakeholders
Aug 15, 2023	Dhruba and Pratistha	Dhangadhi	Observation and interviews with relevant stakeholders
Aug 16, 2023	Dhruba and Pratistha	Travel back to Kathmandu	Observation and interviews with relevant stakeholders
Aug 17-25	Dhruba and Pratistha	Kathmandu	Observation and interviews with relevant stakeholders at federal level

*Activities to be observed will be finalized in coordination with Project team.

Annex-3: Logical framework/results framework

Principal Objective: Enhanced disaster preparedness and strengthened response capacity of the provincial and municipal governments in Western region of Nepal to lead coordinated and inclusive emergency preparedness and response actions that mitigate risk of the imminent earthquakes and other urban disasters.			
Specific Objective: Enhanced understanding and shared realization of earthquake and urban risks amongst local and provincial stakeholders leading to increased efforts, capacities and skills at community, ward, municipal, cluster and provincial levels for planning and implementing inclusive earthquake and urban disaster preparedness and emergency response actions through effective coordination mechanisms			
Indicators:	**Baseline**	**Target**	**Achievement**
1. % reduction in the number of affected people (experienced, expected or modelled).	0	50	Endline KAP survey yet to be conducted
2.% Increase in expenditure on disaster preparedness from non-project sources which is guided by the relevant DRM plans	0	2	2
3.% of beneficiaries reporting that humanitarian assistance is delivered in a safe, accessible, accountable and participatory manner	0	75	99
Results:			
Result 1: Shared Understanding/ Anticipation for managing earthquake and urban risks			
Indicators R1:			
Indicator 1.1: # Number of people reached through Information, Education and Communication on DRR	**0**	**31559**	**55,040**

Definition: Number of people outreach through various IEC means will be documented through various means: i. attendance sheets of each dissemination events (6 events at municipal level), ii. attendance sheet of each street theatre (24 events at ward level), iii. record &report of print material distribution, which will be a continuous process through door-to-door visits, community meetings etc iv. record book of the volunteers mobilized for outreach at the household level, which will be a continuous process.

Indicator 1.2: % of population benefitted through Hazard and risk assessment mapping and impact modelling	0	75	75
Definition: Data will be collected through available secondary sources, as well as primary data through series of consultation meetings at the ward level in all 10 wards.			
Indicator 1.3: % increase of population and authorities with enhanced understanding of earthquake and urban risks	0	20	**Endline KAP yet to be conducted**
Definition: Knowledge, Attitudes and Practices (KAP) survey will be conducted at the beginning and end of the project. The expert will be engaged for framing questionnaire for the KAP that captures the increase in understanding of earthquake and urban risks of the population and stakeholders.			

Activities:

1.1 Building shared understanding of risk amongst the stakeholders at different levels based on agreed earthquake scenarios

1.2 Risk and Vulnerability assessment at local levels, using available information

1.3 Rapid assessment of accumulated risks in the urban municipalities using innovative tools and methods

1.4 Comprehensive mapping of the risk, vulnerability and extant capacities at municipal level for updating the earthquake impact modelling with primary data

1.5 Building foundation for increasing awareness and understanding of stakeholders on exposure, vulnerability, response and risk reduction

Results:

Result 2: Systems Strengthening at Provincial and Local levels (Coordination Mechanisms, Plans)

Indicators R2:

Indicator 2.1: # of people covered by early action/contingency plans	0	45084	45,084
Definition: The minutes of the meetings conducted at the municipal and provincial levels will be the means of verification for engagement of stakeholder in inclusive process to formulate three types of plans: Municipal Emergency Preparedness and Response Plan (EPRP), Provincial and Municipal Relief Guideline and Municipal Business Continuity Plan (BCP).			
Indicator 2.2: # of municipal and provincial EOCs operational withminimal functional benchmark	0	5	5
Definition: The Action will support in preparation of Standard Operation Procedure (SOP) of the thirteen EOCs at municipal (5), district (3) and provincial levels (3), based on the standardized framework. The SOP document, one for each EOC, will be the means of verification for the minimal functional benchmark.			
Indicator 2.3: Number of Provincial Earthquake Response Framework (PERF) formulated reflecting Health emergency Preparedness strategybased on the earthquake risk scenario and anticipated impacts	0	3	3
Definition: The Action will prepare reports documenting series of simulations exercises conducted to derive inputs and validate output in the form of Provincial ERFs. The draft PERF will be based on the mid-line simulation exercise conducted with injects developed based on seismic impact modeling derived in Result 1.			

Activities:

2.1 Experiential formulation of Provincial Earthquake Response framework based on the shared understanding of earthquake risk scenario and anticipated impacts

2.2 Capacity building of the key stakeholders on Disaster Risk Management for better preparedness and coordinated response

2.3 Supporting provincial and municipal system strengthening for enhancing effectiveness of humanitarian preparedness and response architecture

2.4 Business Continuity Plan for the Provincial administration and municipalities to serve their citizens and the hinterland

2.5 Further institutionalization of EOCs as coordination hub and architecture for and information management during emergencies in municipalities, district and provinces			
2.6 Institutional strengthening with systems in place for urban emergency preparedness and response			
2.7 Create enabling environment for coordinated preparedness and response actions through institutionalizing and networking of emergency response team, trained volunteers and fire response teams			
2.8 Addressing residual risks through appropriate means such as risk transfer mechanisms, insurance schemes engaging private sector entities			
Result 3: Clusters-specific preparedness, and improved coordination and interlinkages between province, local levels, and humanitarian stakeholders			
Indicators R3:			
Indicator 3.1: Inter-provincial and inter-municipal coordination mechanism established and formalized	0	4	0
Definition: Action will support in formulation of 1 inter-provincial coordination/resource pooling mechanism between 3 provinces: Sudur Paschim, Lumbini and Karnali, for pooling resources between provinces for effective emergency response.Inter-municipal coordination mechanism will be between Action municipalities and other key municipalities in a province to share resources in a systematic manner. 3 such intra-municipal coordination mechanism will be established, one in each province.			
Indicator 3.2: Number of cluster members trained to integrate protection issues in the cluster contingency plans	0	50	144
Definition: The Action will organize two provincial level training for key stakeholders and cluster members on integration of social protection in cluster contingency planning. The training reports and photographic evidences along with attendance sheet will be the means of verification.			
Indicator 3.3: Number of provincial level key clusters specific contingency plans prepared for effective response	0	15	15 (on going)
Definition: The sectoral experts in each cluster will facilitate a participatory process, led by the cluster leads/co-leads, with engagement of logistics cluster, other government line agencies, private sectors, etc. The attendance list of the participants for the preparation of the contingency plan and the minutes of the meetings will be the means of verification of the process undertaken for its preparation, which will be prepared by the project staff for each of the consultation meeting, atleast 2 for each cluster in one province.			
Activities:			
1.1 Support Shelter & NFI, WASH, Protection, Health and Education clusters and complement Logistics clusters in enhancing their preparedness for earthquake and urban risks			
1.2 Support the Clusters in Information Management at the Provincial and local levels			
1.3 Support the priority clusters in development of supply chain mechanism for effective response in coordination with the logistics cluster			
1.4 Strengthen the integration of protection as a life-saving intervention across sectors under Provincial leadership			
1.5 Formalisation of mechanisms to facilitate sharing of essential services and resource pooling between municipalities and between provincial governments			
1.6 Contribute to strengthen the emergency health preparedness though capacity building program on Emergency Trauma Management, Mental health/psycho-social counselling, and health care waste management in close coordination with Provincial and Local Health Agencies			
Result 4: Demonstrating specific measures for reducing disaster risk in urban municipalities and provinces through enhanced preparedness			
Indicators R4:			
Indicator 4.1: Number of community small-scale infrastructures and facilities built or protected	0	24	13
Definition: This refers to small-scale infrastructure works and small installations for preparedness, emergency response facilities as well as non-structural vulnerability reduction, such as safe practice in hospitals – e.g. maintenance, siting of equipment, etc.			
Indicator 4.2: Number of community volunteers, as CERT members, trained and equipped on life saving response skills and readiness	0	1300	1111
Definition: The Action will select the participants to be trained as community volunteers/ CERT members for skills-based trainings through consultative process. The meeting minutes			

recording criteria and names of the selected community disaster response volunteers for the relevant trainings will be the means of verification of the process.			
Indicator 4.3: Community readiness attested and ensured through conduction of number of emergency simulation exercises	0	16	8
Definition: The Action of conduct base (pre-training activity) and end-line (post training activity) Simex exercise at the ward level and the report on injects development, including registration of the participant in the exercise, observer's checklist and photographic evidences will be the means of verification.			
Indicator 4.4: Number of security forces trained on technological solutions	0	60	62
Definition: The Action will organize trainings targeting the security forces on use of new technological solutions like drone operation to expedite search and rescue. The trainings will be conducted in two batches and the training report with attendance sheet, photographic evidence, and pre and post-test assessment analysis will be the means of verification.			
Indicator 4.5: Number of demonstration houses retrofitted to illustrate technical solution for replication	0	8 demo houses	8
Definition: The meeting minutes as agreement with 12 house owners for undertaking retrofitting training on the private house will be means of verification. Also, on-site visit inspection report during and after completion of the on-site training in a particular house site along with photographs of demonstration of retrofitting solutions will be the means of verification, collected by the field team.			

Activities:

4.1 Increase capacity of the fire fighters and stakeholders for coordinated urban fire response and risk mitigation at the local level

4.2 Build capacity of the Community Emergency Response Team volunteers for effective emergency response at the local level

4.3 Build understanding on earthquake risk and create a conducive environment for the people to undertake earthquake safe construction practices and risk reduction measures

4.4 Demonstration of disaster preparedness and risk mitigation actions in most at-risk communities for ensuring and enhancing emergency services and response

4.5 Support to local level to enhance COVID-19 Preparedness

Result 5: Advocacy and Policy Engagement for enhancing humanitarian preparedness and reducing disaster risk

Indicators R5:

Indicator 5.1: Number of Shared Learning Dialogues with provincial, local level and private sectors	0	10	9
Definition: The Action will organize series of learning sharing workshops at the national, provincial and municipal levels to disseminate learnings and advocate for policy level interventions. The reports prepared as proceedings to document the agenda, attendance of participants, presentations, key discussions and conclusions will be the means of verification.			

Activities:

5.1 Advocate for upscaling, replication and sustenance of disaster preparedness and risk reduction actions

5.2 Advocate for policy level interventions based on evidences of assessments and demonstrations of inclusive disaster preparedness and risk reduction actions

5.3 Regular dissemination and learning sharing workshops at the municipal, provincial and national levels, including exposure visits for cross learning

Annex-4: Evaluation matrix

Evaluative Criteria Questions	Indicators	Sources	Methodology
1. Relevance:			
To what extent was the project in line with national development priorities, country programme outputs and outcome, the UNDP and UNICEF Strategic Plan, UNSDF and the SDGs?	• Level of coherence between project objective and national policy priorities and strategies, as stated in project document	• Document review of local development • Strategies, environmental policies • Local stakeholders	• Desk review • Interviews with government's stakeholders
How relevant was project to the targeted provinces and municipalities and communities?	• Level of coherence between project objective and stated priorities of local stakeholders	• Document review of local development • Strategies, environmental policies • Local stakeholders	• Interviews with project staff • Interviews with other stakeholders • Desk review
To what extent were lessons learned from other relevant projects considered in design?	• Documentation of lessons learned • Actions undertaken to materialize the lessons and recommendations	• Project staff • Project documents • Local stakeholders	• Desk review Interviews with project staff • Interviews with other stakeholders
To what extent are the objectives of the project design (inputs, activities, outputs and deliverables) logical and coherent?	• Existence of logical linkages among inputs, activities, outputs and deliverables	• Review of project documents • Project staff	• Interviews with project staff • Desk review
To what extent has the project been able to adapt to the needs of the different target groups (including tackling the gender equality and social inclusion aspects) in terms of creating enable environment for inclusive, affordable and people-centred reconstruction policies and actions?	• Actions taken to address the diverse and differentiated needs of targeted and vulnerable people	• Project staff • Project documents • Local stakeholders • Beneficiaries	• Desk review Interviews with project staff • Interviews with other stakeholders
2. Effectiveness:			
• To what extent the project activities were delivered effectively in terms of quality, quantity and timing?	• Level of progress toward project indicator targets relative to expected level at current point of implementation	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders • Desk review
• What factors, systems and mechanisms have contributed to achieving or not achieving the intended outputs?	• Level of documentation of and preparation for project risks, assumptions and impact drivers	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders
• To what extent were the project results achieved, considering men, Women, and vulnerable groups including people with disabilities?	• Level of progress toward addressing the needs of men, Women, and vulnerable groups including people with disabilities	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders • Desk review

• What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation?	• Level of documentation of lessons and their role in the monitoring feedback loop	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders • Desk review
• How effective has the project been in enhancing the capacity of the communities and local governments to create enabling environment for better preparedness for disasters?	• Level of progress of communities and local governments toward disaster preparedness	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders • Desk review
3. Efficiency:			
• How efficiently were the resources including human, material and financial, used to achieve the above results in a timely manner?	• Level of use of human, material and financial resources • Planned and actual level of human resources available • Extent and quality of engagement with relevant partners/partnerships	• Project documents • Project staff	• Desk review • Interviews with project staff
• To what extent was the existing project management structure including monitoring/quality assurance and results framework appropriate and efficient in generating the expected results?	• Adequacy of management structure and mechanisms • Quality and adequacy of project monitoring mechanisms (oversight bodies' input, quality and timeliness of reporting, etc.)	• Project documents • Project staff	• Desk review • Interviews with project staff
• To what extent has the project implementation strategy and its execution been efficient and cost-effective?	• Cost of project inputs and outputs relative to norms and standards of UNDP projects in the country or region • Financial delivery rate vs. expected rate • Measures taken for cost-effectiveness	• Project documents • Project staff	• Desk review • Interviews with project staff
• To what extent has there been an economical use of financial and human resources? Have resources (funds, staff, time, expertise, etc.) been allocated strategically to achieve envisioned outcomes and outputs?	• Adequacy of resource allocation • Planned vs actual use of financial and human resource	• Project documents • Project staff	• Desk review • Interviews with project staff
4. Sustainability:			
To what extent did the project interventions contribute towards sustaining the results achieved by the project, ensuring ownership of the provincial and local governments?	• Measures taken to ensure ownership • Depth of sustainability plan	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
To what extent community participated and expressed their ownership and understanding in addition to the provincial and local governments?	• Level of engagement of communityin (a) project design, (b) planning, (c) implementation, and (d) monitoring • Usage of complaint and feedback mechanism in the project feedback loop	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review

What could be potential new areas of work and innovative measures for sustaining the results?	• Measures to sustain the results of the project? • Innovative measures to be explored for sustaining results	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
To what extent the project contributed to build capacities of provincial and local governments, community empowerment which will contribute to sustainability of the effort?	• Capacity building and community empowerment activities • Linkage with government	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
To what extent are the benefits of the projects likely to be sustained after completion of this project?	• Utility of project interventions • Barriers and enabling factors	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
What are the plans or action taken by the local and provincial authorities, and what is the communities' view to ensure that the initiatives will be continued after the project completion?	• Measures taken by the government agencies • Stakeholder perspective	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
• How has project contributed towards replication of initiatives at local level and provincial level?	• Replication actions taken by the government agencies • Stakeholder perspective	• Project documents • Project staff • Project stakeholders	• Field visit interviews • Desk review
5. Coherence:			
• How well the intervention fit in changed context?	• Flexibility of the project • Proactive work of staff	• Project staff • Local and national stakeholders • Project documents	• Interviews with project staff • Interviews with other stakeholders • Desk review
• To what extent the intervention is aligned with Government's policies, UNSDCF	• Coherence of intervention with Government policies and UNSDCF	• National policy documents • Project staff • Local and national stakeholders • Project documents	• Interviews with project staff • Interviews with other stakeholders • Desk review
• To what extent the intervention addressed the synergies and interlinkages with other interventions carried out by UNDP, UNICEF and UNWOMEN or Government of Nepal? (internal coherence)	• Partnership modality, comparative advantage and resource leverage • Nature of partnership with the government entitites	• Project staff • Local and national stakeholders • Project documents	• Interviews with project staff • Interviews with other stakeholders • Desk review
• To what extent the intervention was consistent with other actor's interventions in the same context or adding value to avoid duplication of the efforts? (External coherence)	• Coordination with partners • Level of documentation • Adequacy of internal review and reflection sessions	• Project staff • Local and national stakeholders • Project documents	• Interviews with project staff • Interviews with other stakeholders • Desk review
6. Impact:			
How has project interventions led to improved response and any case/example to demonstrate the impact or early impacts?	• Documentation of impacts • Strength and proactive design of monitoring mechanism	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders

			• Desk review
Has project initiatives led to change in other sectoral and community interventions of municipality and provinces in terms of disaster preparedness?	• Documentation of sectoral changes • Strength and proactive design of monitoring mechanism	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders • Desk review
Has project guided or informed disaster preparedness interventions by other development partners?	• Level of interaction among projects • Level of solidarity among staff members	• Project documents • Project staff • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders • Desk review
7. Cross-cutting and UNDP mainstreaming issues			
7.1 How were effects on local populations considered in SUPER project design and implementation?	• Positive or negative effects of the project on local populations	• Project document • Progress reports • Monitoring reports	• Desk review • Interviews • Field visits
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 knowledge, skills and technology transfer, mass awareness including media and social campaigns, planning, orientation and training? • To what extent have gender equality and the empowerment of Women been addressed in the design, implementation and monitoring of the project? • To what extent has the project promoted positive changes (leadership, empowerment) of Women, differently abled people and marginalised groups. • To what extent the project strengthened protection components?	• Level of progress of gender action plan and gender indicators in results framework • Existence of logical linkages between gender results and project outcomes and impacts	• MIS and GESI data • Review of project developed plans • Review of project generated case studies • Project documents • Project stakeholders	• Interviews with project staff • Interviews with other stakeholders Desk review
Human rights • To what extent have Dalit, ethnic minorities, person with disabilities, Women, senior citizen and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact? • To what extent have project integrated Human Rights based approach in the design, implementation and monitoring of the project? • Have the resources been used in an efficient way to address Human Rights in the implementation (e.g.	• Level of achievement (as laid out in the log-frame, target vs. achievements) • Achievement of outputs (qualitative, quantitative) and description of activities • Achievements on partnership, GESI and human rights	• Project document • Review of fund flow and management cost at project level • MIS and GESI data • Review of project generated case studies	• Interviews • Pros and cons analysis-partnership with government • Document and report analysis (including partnership guideline)

participation of targeted stakeholders, collection of disaggregated data, etc.)?			
Disability ● Were person with disabilities consulted and meaningfully involved in programme planning and implementation? ● What proportion of the beneficiaries of a programme were person with disabilities? ● What barriers did person with disabilities face?	● Level of engagement of people with disabilities ● Level of documentation of interventions related to disability friendly preparedness and response ● Level of documentation of barriers faced	● Review of SADD framework and project data ● Review of project developed plans ● Review of project generated case studies ● Project documents ● Project stakeholders	● Interviews with project staff ● Interviews with other stakeholders ● Desk review

Annex-5: Evaluative questions and sub-questions

Introductory questions
- What is your involvement, role and responsibility with the SUPER project?
- How long have you been involved? Were you involved in the design process?
- From your perspective, what are key achievements, and key challenges for implementation and sustainability?

Relevance
1. To what extent was the project in line with national development priorities, country programme outputs and outcome, the UNDP and UNICEF Strategic Plan, UNSDF and the SDGs?
   - Mention the policies/priorities existing at the national level and in UNDP, UNICEF, UNSDF and SDG documents that align with the project

2. How relevant was project to the targeted provinces and municipalities and communities?
   - Mention the policies at the provinces and municipalities that align with the project?

3. To what extent were lessons learned from other relevant projects considered in design?
   - What are the key lessons learned from other relevant projects?
   - How was the learning integrated in the project design?

4. To what extent are the objectives of the project design (inputs, activities, outputs and deliverables) logical and coherent?
   - How are the outputs interlinked? Give example
   - How are the inputs interlinked? Give example
   - How are the activities interlinked? Give example
   - How are the deliverables interlinked? Give example

5. To what extent has the project been able to adapt to the needs of the different target groups (including tackling the gender equality and social inclusion aspects) in terms of creating enable environment for inclusive, affordable and people-centred reconstruction policies and actions?
   - Who are the target groups of the project?
   - What measures were taken to meet the target of having 10 % beneficiaries from the vulnerable group and 40 % Women beneficiaries?
   - Give the data of age, sex and disability disaggregated data
   - How was inclusion insured in policies and action?

Effectiveness
1. To what extent the project activities were delivered effectively in terms of quality, quantity and timing?
   - What project activities were delayed from the original plan and why?
   - What project activities were modified from the original plan and why?
   - What project activities were not carried out in line with the results matrix/log frame and why?

2. What factors, systems and mechanisms have contributed to achieving or not achieving the intended outputs?
   - What were the major enabling factors and tactics applied that allowed for effective, timely and quality delivery of results?
   - What were the major internal inhibitory factors that influenced effective, timely and quality delivery of results?
   - What were the major external inhibitory factors that influenced effective, timely and quality delivery of results?

3. To what extent were the project results achieved, considering men, Women, and vulnerable groups including people with disabilities?
   - What strategies were applied to encourage the participation of target and vulnerable groups in the project?

> What factors hindered inclusive participation/ what were the major challenges?

> What activities focusing primarily on gender and diversity inclusion and empowerment were successfully carried out?

4. What were the lessons and how were feedback/learning incorporated in the subsequent process of planning and implementation?

> What were the major lessons learned during the project implementation?

> How were these lessons incorporated in the subsequent planning and implementation?

> What results did the changed planning and implementation yield? / did the measures applied based on the learning fruitful? What were the subsequent lessons learned?

5. How effective has the project been in enhancing the capacity of the communities and local governments to create enabling environment for better preparedness for disasters?

> How many activities related to capacity building of communities and local government carried out and how effective were they?

> Has the project recorded any actions related to urban and earthquake resilience and disaster preparedness and response carried out by the communities and local governments after receiving relevant training from the project? If so, what are they? Give examples.

Coherence
1. How well the intervention fit in changed context?

> What was the context at the time of project designing?

> What was the context at the time of project implementation? Was there any changes?

> If there was change in context during the project implementation, were any changes made to the project to make it more relevant?

> In your opinion, how effective was the project intervention in the existing context?

2. To what extent the intervention is aligned with Government's policies, UNSDCF

> Matches with the first question under Relevance.

3. To what extent the intervention addressed the synergies and interlinkages with other interventions carried out by UNDP, UNICEF and UNWOMEN or Government of Nepal? (internal coherence)

> In what ways did UNDP partner with UNICEF and UN WOMEN?

> How was this partnership helpful?/ What were the comparative advantages of each consortium member?

> How did the partnership help in maximizing results (skills, resources, time)?

> How did the project liaise with the Government of Nepal? How did the involvement of the Government add value to the project?

4. To what extent the intervention was consistent with other actor's interventions in the same context or adding value to avoid duplication of the efforts? (External coherence)

> What was the comparative advantage of the project as compared to other projects in the project working areas?

> Did the project collaborate with other projects in any way?

> Did the project build on to the foundation created by other projects in any way?

> Were any meetings held with other project stakeholders in the same project area? If so, how many and what was the agenda?

Efficiency
1. How efficiently were the resources including human, material and financial, used to achieve the above results in a timely manner?

> What measures were taken to use the resources efficiently? What were the challenges?

> Were there any instances of modification in project activities to avoid resource duplication? If yes, explain/ give examples.

> What measures were taken for timely implementation of project activities? What were the challenges?

2. To what extent was the existing project management structure including monitoring/quality assurance and results framework appropriate and efficient in generating the expected results?
   - ➢ Were there any changes in the project management? If yes, what and why?
   - ➢ Was the project monitoring plan duly followed? If no, why?
   - ➢ Were any changes made to the results framework? If yes, what and why?
   - ➢ What project management measures contributed to generating expected results? Give example as appropriate.

3. Towhat extent has the project implementation strategy and its execution been efficient and cost-effective?
   - ➢ What notable project implementation strategies helped the project to achieve expected results?
   - ➢ What measures were taken to make the project cost-effective? What were the challenges?

4. To what extent has there been an economical use of financial and human resources? Have resources (funds, staff, time, expertise, etc.) been allocated strategically to achieve envisioned outcomes and outputs?
   - ➢ How was the use of financial and human resources economical? Give example.
   - ➢ What were the major challenges in efficient use of resources (funds, staff, time, expertise, etc.)?

Sustainability
1. To what extent did the project interventions contribute towards sustaining the results achieved by the project, ensuring ownership of the provincial and local governments?
   - ➢ What measures were taken to ensure ownership of the project interventions by provincial and local governments?
   - ➢ Was any sustainability plan developed? / What measures were taken to ensure sustainability of the project interventions?

2. To what extent community participated and expressed their ownership and understanding in addition to the provincial and local governments?
   - ➢ How were communities engaged in (a) project design, (b) planning, (c) implementation, and (d) monitoring?
   - ➢ Was there any community feedback and complaints mechanism for the project interventions? If yes, how useful was the mechanism in project implementation?
   - ➢ How many community members (apart from government stakeholders) participated in the project activities?

3. What could be potential new areas of work and innovative measures for sustaining the results?
   - ➢ What could have been done differently in the project in terms of sustaining the results?
   - ➢ In your opinion, what additional measures could be taken to sustain the results of the project?
   - ➢ In your opinion, what innovative measures should be explored in the future for sustaining results of a similar project?

4. To what extent the project contributed to build capacities of provincial and local governments, community empowerment which will contribute to sustainability of the effort?
   - ➢ In your opinion, how can the capacity building and community empowerment activities of the project contribute to sustainability of the results?
   - ➢ What were the positive aspects and what could have been done differently?

5. To what extent are the benefits of the projects likely to be sustained after completion of this project?
   - ➢ In your opinion, for how long will the benefits of the projects sustain?
   - ➢ What additional activities are required to sustain these benefits? What can the government and other project stakeholders do to sustain these benefits?

6. What are the plans or action taken by the local and provincial authorities, and what are the communities' view to ensure that the initiatives will be continued after the project completion?
   - ➢ What are the plans or action taken by the local and provincial authorities to sustain project benefits?
   - ➢ In your opinion, what can communities do to sustain project benefits?

7. How has project contributed towards replication of initiatives at local level and provincial level?
   - ➢ Has any project supported in replication of initiatives at local and provincial levels? If yes, what and where?
   - ➢ In your opinion, what good initiatives can be replicated at local and provincial levels and how?

Impact

1. How has project interventions led to improved response and any case/example to demonstrate the impact or early impacts?
   - ➢ Give examples of how the project interventions have led to improved response
   - ➢ In the future, how can the learning from project outputs (training and empowerment initiatives) be used by beneficiaries to improve response?

2. Has project initiatives led to change in other sectoral and community interventions of municipality and provinces in terms of disaster preparedness?
   - ➢ Have project initiatives helped to bring about other changes in the community, municipality and provinces?
   - ➢ If yes, what, when and how?

3. Has project guided or informed disaster preparedness interventions by other development partners?
   - ➢ Have project staffs been involved in providing technical support to the government/ development partners in the issue of disaster preparedness?
   - ➢ Has the project extended financial or material support to government/ development partners for disaster preparedness by going beyond the planned project activities?
   - ➢ If yes, what, when and how?

Human rights

1. To what extent have Dalit, ethnic minorities, person with disabilities, Women, senior citizen and other disadvantaged and marginalized groups benefitted from the work of the project and with what impact?
   - ➢ Mention the % of Dalit, ethnic minorities, person with disabilities, Women, senior citizen and other disadvantaged and marginalized groups benefitting from the work of the project
   - ➢ Has the project captured their experiences and perceptions after being engaged in project activities? If yes, what are they?
   - ➢ How was it like to be involved in the project activities? What was the result?

2. To what extent have project integrated Human Rights based approach in the design, implementation and monitoring of the project? Have the resources been used in an efficient way to address Human Rights in the implementation (e.g. participation of targeted stakeholders, collection of disaggregated data, etc.)?
   - ➢ To what extent have project integrated Human Rights based approach in the design, implementation and monitoring of the project?
   - ➢ Have the resources been used in an efficient way to address Human Rights in the implementation (e.g. participation of targeted stakeholders, collection of disaggregated data, etc.)?

Gender equality and social inclusion

1. To what extent the project approach was effective in promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor through knowledge, skills and technology transfer, mass awareness including media and social campaigns, planning, orientation and training?
   - ➢ How did the project promote promoting gender equality and social inclusion - particularly focusing on the marginalized and the poor?
   - ➢ Give at least one example each related to (a) knowledge, skills and technology transfer, (b) mass awareness including media and social campaigns, (c) planning, and (d) orientation and training?

2. To what extent have gender equality and the empowerment of Women been addressed in the design, implementation and monitoring of the project?
   - ➢ What are the key challenges related to gender equality and the empowerment of Women identified by the project?
   - ➢ How has the project attempted to address these challenges?
   - ➢ In your opinion, how successful has the project become in addressing the identified challenges?
   - ➢ What things could be done differently?
   - ➢ What were the challenges? How can they be solved through future interventions?

3. To what extent has the project promoted positive changes (leadership, empowerment) of Women, differently abled people and marginalised groups.

> ➢ What activities were carried out that significantly promoted positive changes (leadership, empowerment) of Women, differently abled people and marginalised groups?
> ➢ Give examples of positive changes that have occurred following the intervention/ about to occur (is being planned by the government/community)

4. To what extent the project strengthened protection components?
    > ➢ Mention major protection related interventions
    > ➢ How effective were they?
    > ➢ What were the challenges and how were they dealt?
    > ➢ How could they be dealt differently?

Disability
1. Were person with disabilities consulted and meaningfully involved in programme planning and implementation?
    > ➢ Mention no. and % of people with disabilities consulted and meaningfully involved in programme planning and implementation
    > ➢ If no, why not? If yes, how and to what extent were they engaged?

2. What proportion of the beneficiaries of a programme were person with disabilities?
    > ➢ Mention the % of beneficiaries that were people with disabilities

3. What barriers did person with disabilities face?
    > ➢ Mention the challenges faced by the project while engaging people with disabilities. How were these challenges addressed? What could be done differently?
    > ➢ Mention the challenges faced by people with disabilities while participating in the project. How were these challenges addressed? What could be done differently?

Annex-6: List of project stakeholders

National government
1. National Disaster Risk Reduction and Management Authority (NDRRMA)

Provincial government and district governance strucutres
1. MoIAL- Sudurpashchim
2. MoIAL- Karnali
3. DAO Kailali

Local government
1. Mayors/DRR focal person: four local governments

UN agencies
1. UNICEF
2. UN Women
3. UNDP

Cluster/forum/ task group members:
4. Relevant clusters viz. Shelter/NFIs, Health, WASH, Protection, Logistics, Education,
5. Forum of people with disabilities

Major stakeholders/beneficiaries:
1. Chamber of Commerce and Industries Kailali
2. Fire Brigade- Nepalgunj
3. District Chapter NRCS- Nepalgunj

Project field staff:

1. Provincial coordinators
2. Staff at local levels

Annex-7: List of project's documents reviewed

Sn	List of documents
1.	Project Document and need assessment report
2.	Theory of change and result framework
3.	Annual and quarterly or other periodic progress reports
4.	Annual work plans
5.	Baseline report
6.	Women's safety audit report
7.	Project board meeting minutes
8.	Technical/financial monitoring reports
9.	Case studies
10.	Publications, strategic documents, policies, training curriculum
11.	Any other documents and videos relevant to this evaluation
12.	Summary matrix on lessons learned

Annex-8: List of people consulted as part of this evaluation

Kathmandu

S.N.	Name	Organization	Position	Telephone	Email Address
1.	Binda Magar	UNDP	Policy Advisor (Governance) and Assistant Resident Representative (Programme)		binda.magar@undp.org
2.	Vijay Singh	UNDP	Policy Advisor (Disaster and resileinec) and Assistant Resident Representative (Programme)		Vijaya.singh@undp.org
3.	Krishna Raj Kafle	UNDP	Consultant		
4.	Sudhir Kumar	UNDP	Risk Management Specialist	9801465020	sudhir.kumar@undp.org
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6.	Dinesh Raj Bista	UNDP	RBM Analyst		dinesh.bista@undp.org
7.	Purnima Bajracharya	UNDP	Head of Exploration		purnima.bajracharya@undp.org
8.	Siddhartha Sharma	UNDP	National Project Coordinator		siddhartha.sharma@undp.org
9.	Rajendra Gurung	UNDP	Finance Officer		rajendrak.gurung@undp.org
10.	Pragati Manandhar	UNDP	Disaster Management, Recovery & DRR international expert		pragati.manandhar@undp.org
11.	Ayushma Basnyat	UNDP	Communication and Outreach Officer		ayushma.basnyat@undp.org
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13.	Sama Shrestha	UNWOMEN	Programme Specialist	9861523938	sama.shrestha@unWomen.org
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15.	Prem Awasthi	UNRCO	Humanitarian Coordination Officer	9858021752	prem.awasthi@un.org
16.	Anita Niraula	DAO Ramechhap	CDO	9841493838	niraulaanu122@gmail.com

Dang

S.N.	Name	Organization	Position	Telephone	Email Address
1	Lalbabu Kawari	Provincial MoHA- Lumbini Province	Secretary	9857076000 9849673300	lbkawari15@gmail.com kcresham006@gmail.com
2	Sharada Bashyal (Belbase)	MoSD	Chief Women Development Officer	9851152120	basyalsaru@gmail.com
3	Rabindra KC	Provincial MoHA- Lumbini Province	DRR Focal Person		
4	Subash Gyawali	SUPER/ UNICEF	Provincial Coordinator		

Nepalgunj

S.N.	Name	Organization	Position	Telephone	Email Address
1	Mo Kamaradhin Rai	Nepalgunj Sub-metropolitan city	Deputy Mayor	9858021088	nepalgunjmun@gmail.com
2	Siddhartha Shah	Non Life insurance Professionals Association	Secretary General	9858072789	sidjungshan@gmail.com
3	Deepak Khanal	Electrician Association	President	9858023774	
4	Mohammad Ayoub Siddhiqui	Ward chair, ward no 3	Ward chair Person	9848025497	nepalgunj.ward03@gmail.com
5	Subeda Farahin	Householder beneficiary	Fire orientation beneficiary	9848055961	
6	Dilip Shah	Mahendra Secondary School	Headmaster	9848035272	659dilip@gmail.com
7	Radhika Singh	Community	CERT member	9848144880	
8	Dolakh Dangi	NRCS	Deputy Director	9858020959	dolakh.dangi@nrcs.org
9	Naresh Nidal	UNICEF	PTO	9849628876	nnidal@unicef.org
10	Rupan Gyawali	NRCS	Information Management Officer	9858023900	rupan.gyawali@gmail.com
11	Shiva Prasad Subedi	NRCS	Municipal Technical Officer	9857621814	subedishivaprasad@gmail.com
12	Daniel Ansari	NRCS	Social Mobiliser	9824557757	daniyalansh42@gmail.com
13	Deepa Sunar	NRCS	Social Mobiliser	9815532430	sunardeepa162@gmail.com
14	Man Raj Thapa	Nepalgunj Sub-metropolitan city	Chief, Naapi Department	9840064628	manarajthapa069@gmail.com
15	Nabin Giri	Radio Nepal	Reporter, Radio Nepal	9848182228	nabin.npj@gmail.com
16	Gorakh Bahadur	Nepalgunj Sub-Metropolitan City	Acting CAO	9858040028	gthapa992@gmail.com
17	Prakash DC	Nepalgunj Sub-Metropolitan City	DRR focal Person	9848066621	prakashdc92@gmail.com
18	Jayan Bahadur Khadka	Nepalgunj Sub-Metropolitan City	Chief, fire brigade	9845147408	

Surkhet

S.N.	Name	Organization	Position	Telephone	Email Address
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2.	Dilli Upadhyaya	SUPER/UNDP	Provincial Technical Officer		dilli.upadhyaye@undp.org
3.	Madhusudhan Dhakal	APF	Constable		
4.	Samjhana Basnet	PEOC- Karnali			

S.					
5.	Sankalpa Khadka	SUPER/UNDP- PEOC-Karnali	IMO		
6.	Jessy Shah	Nepal Police	DSP		
7.	Man Raj Acharya	SAC Nepal	Coordinator		
8.	Jit Bahadur Khadka	NFDN	Member		
9.	Tika Ram Acharya	SAC Nepal	Executive Director	9858051546	info@sacnepal.org.np
10.	Kiran Sapkota	SAC Nepal	Member		
11.	Mina Tiwari	SAC Nepal	Chairperson		

Dhangadhi

S.N.	Name	Organization	Position	Telephone	Email Address
1.	Yuvaraj Kattel	DAO Kailali	CDO	9858427777	
2.	Udaya Ghodasaini	DEOC Kailali	IMO		
3.	Laxmi Prasad Joshi	MoIAL	DRR focal Person		
4.	Dipak Bhandari	Dhangadhi Sub-metropolitan City	DRR FP	9848430438	deepakbhandari409@gmail.com
5.	Santosh Mudwari	Dhangadhi Sub-metropolitan City	Ward Chairman Dhangadhi-2		
6.	Dharma Raj Ojha	Dhangadhi Sub-metropolitan City	Ward Chairman Dhangadhi-1	9848494514	dhangadhimun@gmail.com
7.	Aashish Sharma	Dhangadhi Sub-metropolitan City	IM Officer, LEOC, SUPER/UNDP	9843600401	aashish.sharma@undp.org
8.	Bikash Nepali	NRCS	DRR CM, SUPER/NRCS	9858424765	nbikash78@gmail.com
9.	Rakshya Malla	NRCS	DRR CM, SUPER/NRCS	9865639496	rakshyasingh2011@gmail.com
10.	Khem Raj Joshi	NRCS	Board Member		
11.	Lok Raj Joshi	NRCS	Minister		
12.	Suresh Pandey	Kailali Chamber of Commerce and Industries	Secretary		
13.	Goma Adhikari	Kailali Chamber of Commerce and Industries	Executive Director	9858423687	
14.	Pushpa Raj Kunwar	Kailali Chamber of Commerce and Industries	President	9858420044	
15.	Aashika Chaudhary	Blue Diamond Society	Member	9848444209	
16.	Dhan Bahadur Chaudhary	Sudurpashchim Samaj	MnE Associate		
17.	Raju Lama	Sudurpashchim Samaj	Program Coordinator		

CERT Member

S.N.	Name	Address	Designation	Sex	Contact No.
1	Dharma Raj Ojha	Dhangadhi-2	Chair Person	M	9858424363
2	Bindra Kumari Bam Singh	Dhangadhi-2	Member	F	
3	Tej Raj Paneru	Dhangadhi-2	Member	M	9848422403
4	Mina Raika	Dhangadhi-2	Member	F	
5	Devendra Adhikari	Dhangadhi-2	Member	M	9848442873
6	Nima Wod	Dhangadhi-2	Member	F	9867218923
7	Babita Chaudhary	Dhangadhi-2	Member	F	9865691881
8	Laxmi Devi Singh	Dhangadhi-2	Member	F	9868679915

9	Rita Bista	Dhangadhi-2	CERT Member	F	9811644885
10	Bina Mahato	Dhangadhi-2	CERT Member	F	9812601030
11	Hema kalel Bista	Dhangadhi-2	CERT Member	F	9843602983
12	Lila Timilssena, Pokhrel	Dhangadhi-2	CERT Member	F	9848633717
13	Prastishtha Pyakurel	Kathamandu	Consultant	F	9841181415
14	Dhruba Gautam	Kathamandu	Consultant	M	9851095808
15	Chet Raj Ojha	Dhangadhi-2	NRCS, Sub chapter	M	9849272710
16	Ambika Bhandari	Dhangadhi-2	CERT Member	F	9848452510
17	Ram Bahadur Bohara	Dhangadhi-2	CERT Member	M	9742384979
18	Kausila Devi Malla	Dhangadhi-2	CERT Member	F	
19	Raksha Malla	Dhangadhi-2	CERT Member	F	9811616112
20	Bikash Nepali	Dhangadhi-2	CERT Member	M	9858424765

Amargadhi

Staff, RUDUC
1. Sabitri Ojha
2. Amar Saud

Mason
1. Yadavi Kaini
2. Kalawoti Tamrakar
3. Meena Kaini

Annex-9: Additional data tables

Table 1: Alignment of the project with national and international priorities and commitment

Country program outputs and outcomes	UNDP and UNICEF Strategic Plan	UNDAF	SDGs
Number of losses of human life compared to average annual loss between 2005 and 2015; Baseline (2016): 1,100; Target (2022): 350 Percentage reduction in direct annual economic loss due to damage and/or loss of agriculture, housing and critical infrastructure; Baseline (2016): 2%; Target (2022): 0.4%	UNDP Strategic Plan Outcomes 1.3.1 (assessment and planning), 2.3.1 Data and policy), 3.3.1. Evidence-based assessment and planning tools application), 3.3.2 (Gender-responsive and risk-informed mechanisms)	UNDAF (2018-2022) Outcome 3 'Resilience, Disaster Risk Reduction and Climate Change': By 2022, environmental management, sustainable recovery and reconstruction, and resilience to climate change and disaster are strengthened at all levels.	SDG 5: Achieve gender equality and empower all Women and girls SDG 10: Reduce inequality within and among countries SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable SDG 16: Promote peaceful and inclusive societies for sustainable development SDG 17: Strengthen the means of implementation and revitalize the global partnership for developments

Source: Project's record, 2023

Table 2: Alignment of the project with local government priorities and commitments

Province	Relevant plans/strategies aligning with the project. (including GESI related)	Local Government	Relevant plans/strategies aligning with the project (including GESI related)
Karnali, Sudurpaschim and Lumbini provinces	Monsoon Preparedness and Response Plan	Jayaprithvi Municipality	Local Disaster Management Act
Karnali, Sudurpaschim and Lumbini provinces	Provincial Disaster Response Framework (Focussed on Earthquake Preparedness)	Dhangadhi, Amargadhi, Jayaprithvi and Nepalgunj municipalities	Disaster Relief Standards

Karnali, Sudurpaschim and Lumbini provinces	Health, Shelter, Wash, Protection, Education Earthquake Contingency Plans	Dhangadhi, Amargadhi, Jayaprithvi and Nepalgunj municipalities	Municipal Disaster Preparedness and Response Plans
Karnali, Sudurpaschim and Lumbini provinces	Training on basic protection packages to government stakeholders, the priority clusters members, and duty bearers to design and implement gender response disaster preparedness and response activities incorporating SGBV, PSEAH, gender responsive budgeting.	Dhangadhi, Amargadhi, Jayaprithvi and Nepalgunj municipalities	Training to provincial, district and municipal representatives on inclusive and GESI-informed disaster preparedness and emergency response, including DRRM act, strategic action plans , health sector preparedness, earthquake lessons (CHS, Sphere coordination mechanism and information management, etc.)
Karnali, Sudurpaschim and Lumbini provinces	Training to provincial, district and municipal representatives on Humanitarian Architecture and Sphere Standards, SADDD monitoring framework	Dhangadhi, Amargadhi, Jayaprithvi and Nepalgunj municipalities	Training to provincial, district and municipal representatives on Humanitarian Architecture and Sphere Standards, SADDD monitoring framework

Source: Project's record, 2023

Table 3: Number of community small-scale infrastructures and facilities built or protected (target 24)

S.N.	Built or protected?	Description of the small-scale infrastructure
1.	Demonstration of appropriate wiring technology in Nawa-Durga Ma.Bi. of Ward no.2, Dhangadhi(Completed)	1. To safeguard the property of school against the fire incident related to wiring 2. To demonstrate appropriate wiring technology and promote it 3. To create awareness to the local electricians and wiring artesian through on-site visits and demonstration 4. Highly recommended by the Rapid vulnerability Assessment report and the demand of local government.(All the relevant documents are available- meeting minutes, minutes of local government etc.
2.	Demonstration of appropriate wiring technology in Ward Office of Ward no. 1, Dhangadhi(Completed)	The fire incidence in urban areas is rapidly increasing in recent years due to haphazard urbanization, uncontrolled densification, industrialization and lack of capacity to respond to fire incidents due to inadequate infrastructure and resources- financial, technical and human. Further, poor electrification, old wiring and minimal fire preparedness in the urban areas has also contributed to increased fire related vulnerabilities.
3.	Structural analysis and report preparation of the school building in Sharda MAVI, Ward-1, Dhangadhi(in progress)	One of the school building in Sharda Mavi was found to be vulnerable to earthquakes, posing significant threats to the safety of the children. As a result, School Management committee requested a detailed structural analysis for this particular building. Which they are planning to submit to the province government for financial support for demolition and construction of new building. So, they need proof as evidence of vulnerability of the building.
4.	Non-structural risk mitigation measures of Sharda Mavi ward-1 and Nava Durga Mavi-2, Dhangadhi(in progress)	Priority 1: secure items that can kill, injure, or block exits(e.g., heavy equipment, pipes, storage tanks, overhead lights, bookshelves, hazardous chemicals, things blocking exits). Priority 2: secure things can cause significant economic or cultural loss, cause injury, or impair educational continuity (e.g., computers, audio-visual equipment, school awards, and breakables). Priority 3: secure things that, if damaged, can impede recovery Priority 4: Fixed the items that impose blockades or is concerned during the emergency evacuation e.g. lack of ramp for person with disabilities,
5.	Construction of two community shelter(matching fund- project and local government) each at ward 5 and 7 in Amargadhi- Proposed and detail site investigation and land acquisition in process	As per the demand of both ward, they lack shelter or community building during the event of disaster. Even households displaced by small landslides are homeless for several days due to lack of such community shelter. It will also serves as multi-purpose building.
6.	Deep Well restoration in ward no 3 and 7 Nepalgunj (Protected)	Utilizing indigenous technology in disaster preparedness, deep well facilitated with pump serves as a static storage of water which can be used for filling fire tanks in time of need which significantly reduces the haulage time for filling water in water tanks in matching fund with ward offices. 1 deep well in ward no 7 and 2 deep

		wells in ward no 3. This is informed by endorsed ward level disaster preparedness plan. (Partly completed and ongoing)
7.	Demonstration of accessible structures for people with disabilities in Primary Health care center in ward no 7, Nepalgunj (Protected and built)	Ramps upgraded with railings and additional staircases are added in ward no 7 for making the health center accessible for people with disabilities for prompt response informed by accessibility assessments of public facilities conducted in action wards. (Completed)
8.	Short-Circuit Fire mitigation works in school (built and protected), Nepalgunj	Informed by fire assessments in the Mahendra Ma. Vi in ward no 7, conducted in coordination with Nepal Electricity Authority (NEA), electrical wiring has been repaired and earthing has been installed for mitigating the risk of short-circuit fire and electrical hazards. Further this will work as a demonstration for earthing. (Completed)
9.	Evacuation Route analysis and Differential Geographic Positioning system demonstration (non-structural measure built for effective response planning), Nepalgunj	Informed by endorsed Emergency preparedness and Response plan & ward level disaster Preparedness Plan of action wards, for rapid response in time of disasters, the evacuation route analysis has been done using drone in coordination with survey department of municipality. Evacuation route analysis maps will be disseminated among communities for sensitizing and assisting them for evaluation of risks in the routes. Also, informed by comprehensive mapping, ward no 7 is facing inundation annually. In coordination with municipal survey department, Differential Geographic Information System survey of drainage and ground points has been conducted for analysis storm water flow for further analysis for required mitigation measures (partly completed and ongoing)
10.	Comprehensive School Safety Minimum Package (CSSMP) Implementation (built and protected), Nepalgunj	Rapid vulnerability assessment of schools has been conducted in 10 schools of ward no 3 and 7. Among 10 schools of action wards, Mahendra Ma. Vi, has been selected for the implementation of Comprehensive School Safety Minimum Packages as directed by CSSMP operational guideline prepared by GoN. Comprehensive School Safety Plan of Mahendra Ma. Vi has been developed with detail assessment. As per developed plan, mitigation measures are identified and implemented. Out of identified activities for reducing risks, non-structural mitigation measures like 1) clamping of fixtures, bookshelves, lab items have been done, 2) window facade is going to be repaired, 3) parapet wall is going to be retrofitted and 4) staircase is going to be repaired 5) Preparation for first Aid room. (Partly completed and activity ongoing)
11.	Demonstration of retrofitting in school (built), Nepalgunj	As identified by the Rapid Vulnerability Assessment of schools in action wards informed by endorsed Emergency Preparedness and Response Plan (EPRP), Islamic children Academy of ward no 3 is found to be more vulnerable, As a part of further intervention, structural analysis of the school has been done. Based on the analysis, retrofitting demo in some part of the building has been planned (Planned)
12.	Demonstration of fire Hydrant for refilling fire tanks (built and protected), Nepalgunj	As a part of advocacy for installation of fire hydrants in the major location of the municipality for refilling tanks, a fire hydrant near BP chowk has been installed in collaboration with relevant stakeholders, identified by the fire risk assessment of the municipality, for rapid and timely response in time of need. Also, further extension of fire hydrants has been advocated in core locations of the city. (Partly completed and ongoing)
13.	Fire Hydrant network installation (Built), Nepalgunj	As informed by endorsed EPRP and ward level Preparedness Plan, Fire hydrant network has been planned for installation in selected location of ward no 3 and 7. The location of fire hydrants has already been identified in coordination with ward offices and municipality. (Planned)

Source: Project's record, 2023

Table 4: Number of demonstration houses retrofitted to illustrate technical solution for replication (target 8)

Location of demo site	Major technical solutions showcased	Gender, child and disability friendly features of the site
Draupati Bhattarai/Amargadhi-7, Bhattarai tole	• 2-storey, 8 room house, vulnerable grade-2, • Adopted Repair and Restoration Approach: • Repair of rear walls suffering to damage grade 2 • Repair of internal walls suffering to damage grade 2 • Prevention of seepage from backfilling by providing appropriate drainage measures • Adopted Retrofitting Approach/Method:	**Types of beneficiaries:** • 77 Years old Single Women living with single sister-in-law • Plain terrain, no hazard causing possible risk.

	• Local and global failure prevention through Splint & Bandage with CR Integrated. • Strengthening roofing elements using containment wires • Strengthening walls to roofing connections • Providing adequate diaphragm action to roof and floor structures	
Mina Kaini/Amargadhi-7, Kaini Tole	**Status before intervention :** • Built 25 years ago • 50% of roof Completely collapsed and remaining roofing under structure was weak due to rotten timber supporting heavy stone • Wall damage of grade-3 on rear face of house • Floor structure completely collapsed in one room of the • Seepage problem in the rear wall due to lack of drainage provisions • Several Broken joists in the floor **Major Intervention:** • Repair of rear walls suffering to damage grade 3 • Repair of internal walls suffering to damage grade 3 • Replacement of damage stone roof and under structure with lightweight CGI Sheet • Replacement of damage floor joist and mud floor • Prevention of seepage from backfilling by providing appropriate drainage measures • Local and global failure prevention through Splint & Bandage with CR Integrated. • Strengthening roofing elements using containment wires • Strengthening walls to roofing connections • Major Interventions: CGI Sheet Support from Municipality/Wards(worth Nrs 50,000)	**Type of beneficiary:** • Economically vulnerable, belongs to Dalit family, has no income source for daily expenses, 7 family members in the house, House owner physically weak suffering leg pain. • Plain terrain, no hazard causing possible risk.
Dhaneshwori Tamrakar/Amargadhi-5, Kirtipur	**About House:** • Built 12 years ago • Wall damage of grade-2 on rear face of house • Seepage problem in the rear wall due to lack of drainage provisions • Building was vulnerable to moderate earthquake. **Adopted Repair and Restoration Approach:** • Repair of rear walls suffering to damage grade 2 • Replacement of damage floor joist and mud floor • Prevention of seepage from backfilling by providing appropriate drainage measures **Adopted Retrofitting Approach/Method:** • Local and global failure prevention through Splint & Bandage with CR Integrated. • Strengthening roofing elements using containment wires • Strengthening walls to roofing connections • Providing adequate diaphragm action to roof and floor structures	**Type of beneficiary:** • Economically vulnerable, belongs to Dalit family, has no income source for daily expenses, only one son and he recently suicide. • Plain terrain, no hazard causing possible risk.
Tikeshowri Ojha/Amargadhi-5,Jiloda	**About House** • Built 35 years ago • Wall damage of grade-3 on front face of house • Building was vulnerable to moderate earthquake	• Type of Beneficiary: Economically vulnerable, House was in vulnerable condition

	Adopted Repair and Restoration Approach: • Repair of rear walls suffering to damage grade 3 **Adopted Retrofitting Approach/Method:** • Local and global failure prevention through Splint & Bandage with CR Integrated. • Strengthening roofing elements using containment wires • Strengthening walls to roofing connections • Providing adequate diaphragm action to roof and floor structures	
Jhupa Devi Dhami/Jayaprithive-9	• 6 room house, 4 room in the ground floor and 2 in the first floor • House vulnerable to moderate shocks, cracked severally due to earthquake **Major interventions:** • Repair of the damaged portions • Demonstration of retrofitting through splint and bandage installation • Strengthening openings, providing adequate diaphragm action to roof and floor • Strong connections of timber-timber elements, strengthening of wall to roofing components	**Type of beneficiary** • 69-year-old woman and her son lives separately and does not provide any support. She is facing financial difficulties and is struggling to make ends meet. Old age allowance is only source of income. So,s he did not able to repair her house which was cracked after Doti earthquake
Dawarika Dhami/Jayaprithive-9, Airport	• Technical Intervention: Same as Jhupa Devi	**Type of beneficiary** • This 65-year-old single Women and her sole source of income is the old age allowance
Dalli Devei Sunar/Jayaprithivi-10, Chainpur	**Status before intervention:** • Unfortunately, their house was damaged in the recent Doti earthquake, causing one side of the 18-inch-thick stone masonry wall with mud mortar to collapse. The wall has since been repaired, but the house still has major cracks on both the inner and outer walls. The roof is covered with CGI sheets and plastered with mud mortar. **Adopted Repair and Restoration Approach:** • Repair of rear walls suffering to damage grade 3 **Adopted Retrofitting Approach/Method:** • Local and global failure prevention through Splint & Bandage with CR Integrated. • Strengthening roofing elements using containment wires • Strengthening walls to roofing connections • Providing adequate diaphragm action to roof and floor structures	**Type of beneficiary** • Dalli Devi Sunar is a 70-year-old homeowner who lives in a house with her three sons and grandchildren. They belongs to Dalit family. The family's sole source of income is the old age allowance
Janu B.K/Jayaprithivi-10, Chainpur	**Before Intervention** • Her house was partially damaged by an earthquake. The house has a SMM and its roof is covered with light CGI sheets. Additionally, there are some minor cracks on both the outer and inner walls **Adopted Repair and Restoration Approach:** • Repair of rear walls suffering to damage grade 3 **Adopted Retrofitting Approach/Method:** • Local and global failure prevention through Splint & Bandage with CR Integrated. • Strengthening roofing elements using containment wires	**Type of beneficiary** • Januka B.K, a 50-year-old woman, is the owner of a house where she lives with her husband. Her only source of income is an old age allowance, and she collects aggregate from a nearby river to sell for a living. She does not have any support, and ward has recommended her house for retrofitting.

| | | • Strengthening walls to roofing connections
• Providing adequate diaphragm action to roof and floor structures | |

Source: Project's record, 2023

Table 5: Number of Shared Learning Dialogues with provincial, local level and private sectors (target 10)

S.N.	Venue	Agenda (including GESI related)	Outcome
1.	Dhangadhi Municipality office	Sharing and validation workshop at the municipal and ward level on the outputs generated from RVA: Identification of buildings/ community infrastructures and dissemination of study conducted in 4000 buildings (about 48.5%) in 6 wards that are high risk to multiple hazards (earthquake and fire) targeting 75% of the population in the 6 wards, with 30,357 people.	Rapid Vulnerability Assessment findings disseminated to the community, disaster management committees, government and non-government municipal stakeholders and private sectors to sensitize on disaster risks. Municipalities can formulate informed policies and implement necessary measures to address risks posed to or posed by facilities assessed if belonging to private sector, eg: fuel depots/ schools/ hospitals/ petrol pumps
2.	Amargadhi municipality office		
3.	Nepalgunj municipality office		
4.	Sudurpaschim province+Dhangadhi municipality	Provincial and Municipal Level Workshop: Dissemination of the earthquake impact scenario of the impending earthquake event in western Nepal to sensitize the Sudurpaschim provincial and Dhangadhi municipal level governments.	With Impact modelling sensitization and dissemination workshop and with continuous efforts and regular engagement with MOIAL of SUPER provincial team, especially the advocacy on budget allocation, MOIAL annual budget in programmatic heading focused on disaster management increased significantly in the project areas.
5.	Birendranagar, Karnali Province	Provincial level Workshop: Dissemination of the earthquake impact scenario of the impending earthquake event in western Nepal to sensitize the Karnali provincial government.	
6.	Nepalgunj municipality	Municipal level Workshop: Dissemination of the earthquake impact scenario of the impending earthquake event in western Nepal to sensitize the Nepalgunj municipal government.	
7.	Butwal, Lumbini Province	Provincial level Workshop: Dissemination of the earthquake impact scenario of the impending earthquake event in western Nepal to sensitize the Lumbini provincial government.	
8.	Amargadhi municipality	Municipal level Workshop: Dissemination of the earthquake impact scenario of the impending earthquake event to sensitize the Amargadhi municipal government.	
9.	Jayaprithvi municipality	Municipal level Workshop: Dissemination of the earthquake impact scenario of the impending earthquake event to sensitize the Jayaprithvi municipal government.	
10.	National Level Sharing workshop	To be conducted in October 2023.	

Source: Project's record, 2023

Table 6: Monitoring visits from different agencies

When (MM/YY)	Where	What they monitored (activities)?	Key outcomes/major modifications as a result of such visits
11 March – 13 March 2022	Bharatpur Municipality	Disaster Risk Management stakeholders from Karnali, SuPa provinces, Amargadhi, Jayaprithvi and Dhangadhi municipalities observed the MEOC of Bharatpur which was earlier	The stakeholders were impressed to observe well-functioning EOC and made commitments to further strengthen the EOCs in their respective areas.

When (MM/YY)	Where	What they monitored (activities)?	Key outcomes/major modifications as a result of such visits
		supported by Urban DRR project of UNDP.	
19 March – 23 March 2022	Dhangadhi municipality	Observe activities of ward 1 and 2 of Dhangadhi municipalities, facilitated meetings between municipal officials and Ms. Michelle Cicic, ECHO Regional Head of Office for Asia and the Pacific.	ECHO had better understand of the implementation status of the project in the field.
27 March – 31 March 2022	Amargadhi and Jayaprithvi municipality	Visited the action wards of 2 municipalities, met DRR focal person and mayors	Initial interaction with potential partner NGO- NRCS, Bajhang; orientation on the project.
24 April – 28 April 2022 (by UNDP)	Dhangadhi municipality, Sudurpaschim PEOC, Nepalgunj municipality	Ward level activities, (Dhangadi – ward 1), Nepalgunj MEOCs, PEOCs	Hiring of IMO for Sudurpaschim PEOC
20 June – 23 June 2022	Dhangadhi and Amargadhi municipalities	Observe the humanitarian reporting training to journalists, hold meetings with private sector of Dhangadhi, monitor project activities in Amargadhi and hold meetings with partner NGOs and municipality officials, MEOC inauguration at Amargadhi	MEOC inauguration at Amargadhi, Humanitarian reporting training to journalists,
17 July – 19 July 2022	Dhangadhi municipality and OCMCM and MOIAL, Sudurpaschim province	Inauguration of MEOC by EU ambassador, Dhangadi, facilitate meeting between mayors and EU ambassador	Inauguration of MEOC by EU ambassador, Dhangadi municipality
13 August – 15 August 2022	Nagarkot	Review Workshop of the project	Good opportunity to reflect on the project progress and to bring more clarity on activities.
20 August – 23 August 2023	Nepalgunj municipality	To observe impact modelling workshop, meeting with UNICEF team to discuss on budget and program for remaining period of 2022.	Clarity on remaining activities of the project and budget for Lumbini province
5 September – 9 September 2022	Dhangadhi, Amargadhi, Jayaprithvi municipalities	To observe impact modelling in 3 municipalities, observe the functional status of the EOCs, observe workshop of gender in DRR facilitated by UN-Women's local partner LACC at Amargadhi, meeting with local implementing partner – RUWDUC at Amargadhi.	The impact modelling workshop was successful in creating awareness about possible earthquake scenarios which helped in increasing the acceptance level of the project.
30 October – 7 November 2022	SuPa, Lumbini, Karnali provinces	Observe simulation exercises, observe real time reflection of Karnali floods	Based on the findings of the simulation exercises, it was easier to convince provincial government stakeholders to develop PDRF.
8 December – 10 December 2022	Dhangadhi municipality	Facilitated the monitoring mission of ECHO team comprising of Mr. Sergio Garcia Diego, Policy Officer, ECHO HQ, Mr. Davide Zappa, DRR Expert, ECHO Regional Office, Bangkok, Mr Juan Alfanso Lozano Basanta, Operation Logistic Coordinator for ECHO Regional Office, Bangkok and Mr Piush Kayastha- programme officer, European Commission Nepal office.	Observed PEOC, shared progress updates to the ECHO team and observed the street theatre supported by SUPER, showcased at the Kailali Mahotsav
16 – 17 December 2022	Godawari, Lalitpur	Review of project activities and planning for next year	The workshop served as a staff meeting to review the activities thus far, and to discuss plans of the project.
21 February – 26 February 2023	SuPa, Karnali and Lumbini provinces	Together with RCO monitored the Humanitarian Country team	Supported the development of earthquake emergency response and preparedness plans of the 3 provinces.

When (MM/YY)	Where	What they monitored (activities)?	Key outcomes/major modifications as a result of such visits
		coordination exercise in the 3 provinces	
27 Feb-02 Mar 2023	Nepalgunj municipality	SUPER project review meeting at Nepalgunj, met government counter parts and field team and visit to project sites	Project activities are on track and government counterparts understands the significance of preparedness and appreciate the support. The workshop provided one of the few opportunities for cross learning among 3 provinces and 4 municipalities targeted under the project
2 May – 5 May 2023	Surkhet, Karnali province	Observed the inter-municipal and inter provincial resource pooling workshop, meeting with SUPER field staff	Need for resource pooling mechanism was highlighted and was widely accepted by the officials of 3 provinces and 4 municipalities.
15 May – 17 May 2023	SuPa and Karnali provinces	Facilitated monitoring visit of ECHO programme officer – Mr. Piush Kayastha to interact with cluster leads and co-leads of the provinces, observe the EOCs and had an update and review meeting with SUPER field staff.	Better understanding of cluster coordination status of the provinces.
19-21 June 2023	Lumbini province	ECHO mission to review SUPER project activities in Lumbini	It was joined by RC Office, ECHO and 3 SUPER consortium members and partners like NRCS. In final briefing at UNICEF, Butwal office, RCO and ECHO are highly impressed with activities and are very confident that all remaining activities will be completed. ECHO highlighted that there has been significant achievement in terms of activities from last interim report (Dec/Jan) to now. These views are for all three provinces. ECHO also highlighted that flood preparedness including providing boats, etc. should be used as a building block/enabling factor for preparing for mega-disaster i.e. earthquake in western region.
14-17 August 2023	Dhangadhi municipality	I-SUPER review and planning workshop- 2-day workshop on conceptual understanding of consolidation and institutionalization in the context of SUPER, Visited Provincial and municipal EOCs on Sudhir Pashim	Review and planning workshop led to improved understanding of I-SUPER objectives and next steps. Team members to develop the workplan

Source: Project's record, 2023

Table 7: Effectiveness of capacity building actions

S.N.	List of activities related to capacity building of communities and local government	Impact seen/ positive trend seen
1.	Training on basic protection packages to government stakeholders, the priority clusters members, and duty bearers to design and implement gender response disaster preparedness and response activities incorporating SGBV, PSEAH, gender responsive budgeting.	Contributed to GEDSI responsive stakeholders who will be engaged in disaster preparedness and response activities.
2.	Training to provincial, district and municipal representatives on inclusive and GESI-informed disaster preparedness and emergency response, including DRRM act, strategic action plans , health sector preparedness, earthquake lessons (CHS, Sphere coordination mechanism and information management, etc.)	Contributed to GEDSI responsive stakeholders who will be engaged in disaster preparedness and response activities.
3.	Training to provincial, district and municipal representatives on Humanitarian Architecture and Sphere Standards, SADDD monitoring framework.	Contributed to GEDSI responsive stakeholders who will be engaged in disaster preparedness and response activities.

4.	Training of the firefighters - based on standard curriculum	To be conducted in the first week of September 2023.
5.	Training of the local electricians/dealers	Development of electricians/dealers aware of fire hazards caused by short circuit.
6.	Training Search and Rescue	Community level first responders developed.
7.	Training First Aid	Community level first responders developed.
8.	Training Fire Fighting	Community level first responders developed.
9.	Community level orientation targeting vulnerable HHs - domestic fire incidents.	Communities' capacities in controlling kitchen fire incidents enhanced.
10.	Trainings on technological solutions (drones/AI, etc.)	Security forces and DRR focal person capacities to use drones for preparedness and response enhanced.
11.	Training of masons on retrofitting	Local masons trained on retrofitting technologies.
12.	Training of the media on humanitarian reporting	Media personnel trained on humanitarian reporting and principles of do no harm.

Source: Project's record, 2023

Table 8: Planned vs. actual dates of key human resource management

Staff position	Planned recruitment (MM/YY)	Actual recruitment (MM/YY)	Difference in months
Disaster Risk Management Specialist - UNDP	August 2021	January 2023	16 (GSSU)
Chief-Emergency and DRR- UNICEF	August 2021	August 2021	
Emergency Officer- UNICEF	August 2021	August 2021	
Programme Associate - UNICEF	August 2021	August 2021	
Gender and Social Inclusion Specialist -UN Women	August 2021	April 2022	7 (Delay in UN-to-UN agreement)
National Project Coordinator- UNDP	August 2021	January 2022	4 (GSSU)
Senior Project Officer - UNDP	August 2021	August 2021	
Admin and Finance Officer- UNDP	August 2021	August 2021	
Database/Information Officer- UNDP	August 2021	August 2021	
Admin & Finance Assistant-UNDP	August 2021	August 2021	

Source: Project's record, 2023

Table 9: Human resource management, turn-over and re-recruitment

Type of staff as per the ProDoc	Actual staff managed (any modification if yes, WHY?)
Disaster Risk Management Specialist - UNDP	Joined from January 2023 because of delay in recruitment process – worked for 8 months.
Chief-Emergency and DRR- UNICEF	Worked for 19 months from the beginning of the project.
Emergency Officer- UNICEF	Worked since the beginning of the project.
Programme Associate - UNICEF	NA
Gender and Social Inclusion Specialist -UN Women	Worked since the beginning of the project.
National Project Coordinator- UNDP	Worked since January 2022.
Senior Project Officer - UNDP	Worked from beginning till January 2022.
Admin and Finance Officer- UNDP	Worked since the beginning of the project.
Database/Information Officer- UNDP	
Admin & Finance Assistant-UNDP	Worked since the beginning of the project.
Project Driver- UNDP	Worked since the beginning of the project.
Provincial Coordinator (Earthquake Preparedness)- 2 UNDP	Joined 6 months after the start of the project.
Provincial Coordinator (Earthquake Preparedness)- 1 UNICEF	
Provincial Technical Officer- Earthquake and Urban preparedness- 2 UNDP	Joined 6 months after the start of the project.
Provincial Technical Officer- Earthquake and Urban preparedness-1 UNICEF	

Municipal Technical Officer (Earthquake and Urban preparedness) -2 UNDP	1 position vacant since July 2023.
Municipal Technical Officer (Earthquake and Urban preparedness) -1 UNICEF	
Municipal Officer (EQ preparedness)-UNICEF	
Admin and Finance Officer (Provincial)-- 2 UNDP, 1 UNICEF	Recruited from partner NGOs.
Municipal Information Management Officers – new positions created as per the need basis.	Joined since the beginning of the project.
Communication Officer - new position created as per the need basis.	Kathmandu Based position – Joined since January 2022
Social Mobilizers - new position created as per the need basis.	Recruited from partner NGOs.

Source: Project's record, 2023

Table 10: Turnover of staff members

Number of staff member that turned over during the project tenure	When (MM/YY)	New staff member recruited (MM/YY)	Any implication of staff member's turn over in timely decision making and subsequent implementations
1. Senior Project Officer	Feb 2023	No	No implication
2. Provincial Coordinator	July 2022	Jan 2023	Plan for a leaner structure was already underway.
3. Municipal Technical Officer	July 2023	No	Plan for a leaner structure was already underway.

Source: Project's record, 2023

Table 11: Evidence of cost sharing mechanism with other agencies (cost efficiency)

Name of project's activities	Location	Collaborated with other XYZ agencies	% of total amount collaborated by XYZ agencies	Synergies in different activities
Drafting standard operation procedure of PEOC	Lumbini	• Nepal Housing settlement Resilience Project (NHSRP), CRS	• NA, technical collaboration only	• NA
Cluster contingency plan	Lumbini	• Line Ministry, NRCS, SSDC, blue diamond society, WHO, UNFPA, UNOPS	• NA, technical collaboration only	• NA
Training of the media on humanitarian reporting	Karnali Province,	• Ministry of Internal Affairs and Law (MoIAL), Parliamentary Support Project (UNDP/PSP), • SUPER, FNJ	• MoIAL 42% • PSP 4% • SUPER 54%	• SUPER- logistics support • MoIAL- transportation and allowance of participants and resource persons • PSP- one of the resource persons regarding reporting on parliamentary affairs
Formulation of MPRP, 2079	Karnali province, Surkhet	• Ministry of Internal Affairs and Law • World Food Programme (WFP) • Mercy Corps/ Bhakari project • SUPER	• NA	• MoIAL- logistics cost during final sharing of MPRP • WFP- Food • Mercy corps/Bhakari project- travel allowance for participants • SUPER- technical support
Final sharing health cluster contingency plan	Karnali province, Surkhet	• SUPER • Provincial Health Directorate Office (PHDO) • WHO	• NA	• SUPER- food and technical support • PHDO- travel allowance and DSA for the participants other than surkhet districts • WHO- Technical support

DPRP preparation	Karnali province	• Cluster co-leads • SUPER	• NA	• Shelter cluster - technical support from SUPER and food from Save the Children • Education cluster- Coordination and facilitation from SUPER and food from UNICEF • Early recovery cluster- coordination and facilitation from SUPER and food from co-lead
Celebration of earthquake safety day- simulation exercise	Karnali Province	• Cluster leads • Cluster co-leads • NRCS • SUPER	• NA	• Cluster leads/co-lead- coordination and facilitation • NRCS- supply of human resources for simulation exercise and resource person • SUPER- coordination and documentation support
Simulation exercise of MPRP 2079	Sudurpaschim	• AIN members, Needs Nepal, UNDP	• 10% cost sharing	
MRRP 2080 full document preparation	Sudurpaschim	• Mercy Corp. Redcross, SUPER, MoIAL	• N/A, Technical assistance	
Simulation exercise of MPRP 2080	Sudurpaschim	• Strong Project DRC, Redcross, Mercy Corp, UNDP SUPER	• N/A full technical assistance	
Cluster contingency plan and TOR of clusters	Sudurpaschim	• Line Ministry, NRCS, Unicef, WFP, WHO, UNFPA, WVI, Mercy Corps, Habitat for Humanity,	• NA, technical collaboration only	
Provincial Ira Training	Sudurpaschim	• NRCS, SUPER, MoIAL	• 40 % cost sharing of total event budget	

Source: Project's record, 2023

Table 12: List of coordination meetings at federal level

Year (duration)	Date (YY/MM/DD)	Key decision made	# of decisions turned into action
2022	22July 2022 Project Steering Committee meeting	Joint Secretary Ms. Niraula noted SUPER project's close working relationship with NDRRMA and other line ministries which has been instrumental in taking forward DRRM policies and disaster preparedness. She further stressed that the SUPER activities focus on system strengthening from national, provincial, and local level.	The decision turned into action.
2023	20 April 2023 Project Executive Board Meeting	4 months extension of the SUPER project. Endorsement of I-SUPER project.	2 decisions turned into action

Source: Project's record, 2023

Table 13: List of coordination meetings at provincial level

Year (duration)	Date (YY/MM/DD)	Key decision made	# of decisions turned into action
Lumbini Province			
2022	2022/111/20	• Formed the technical working of protection cluster	• The technical working group worked rigorously and prepared the contingency plan
2022	2022/10/13	• Inter-cluster coordination meeting	• Sharing the loss damage and response of monsoon induced disaster
2023	2023/01/04	• Inter-cluster coordination meeting	• Sharing the response of monsoon and preparedness for cold wave

2023			• A team formed to review the DRR strategic plan (SUPER was a key member of that team)
2023	2023/01/10	• WASH cluster meeting	• Sharing the SUPER projects objectives and planning to revise and update WASH cluster contingency plan
2023	2023/02/01	• Education cluster meeting	• Sharing the first draft of Education cluster contingency plan and finalised the date for final dissemination
2023	2023/02/6	• Protection cluster meeting	• Sharing the progress update of contingency plan
2023	2023/03/2	• Education cluster meeting	• Dissemination of Education cluster contingency plan and endorsed
2023	2023/03/10	• Provincial disaster management council meeting	• Endorsed the provincial DRR strategic action plan
2023	2023/03/17	• Protection cluster meeting	• Sharing the progress update of protection contingency plan
2023	2023/04/09	• Health cluster meeting	• First planning meeting for health cluster contingency plan
2023	2023/04/26	• WASH cluster meeting	• Finalised the WASH cluster contingency plan
2023	2023/05/02	• Health cluster meeting	• Sharing of first draft of health cluster contingency plan (CP is yet to finalised and endorsed)
2023	2023/05/30	• Provincial disaster management executive committee meeting	• Sharing of draft standard operation procedure of PEOC (SoP is yet to endorsed)
2023	2023/06/07	• Protection cluster meeting	• Sharing the progress update of protection contingency plan
2023	2023/07/20	• Protection cluster meeting	• Finalization of protection contingency plan
2023	2023/08/14	• WASH cluster meeting	• Finalised and endorsed WASH cluster contingency plan
Karnali Province			
2079	2079/02/26	• MPRP review and update	• MPRP reviewed and updated
2079	2079/05/24	• To prepare cluster specific contingency plan for DPRP • Prepare Hazard mapping ToR	• DPRP reviewed and updated (Due to lack of technical expertise, the action is pending)
2079	2079/06/11	• Feedback for final DPRP	• DPRP reviewed and updated
2080	2080/02/26	• Update the MPRP	• MPRP updated and finalized
2079	2079/06/06	• Inter-cluster meeting • DPRP update	• Meetings of clusters for information collection regarding loss and damage of thematic areas
2080	2080/01/27	• Inter-cluster meeting • MPRP update	• NA
2078	2078/12/10	• Inter-cluster meeting for formation of Technical working group for provincial disaster response framework	• Formulation of final draft of PDRF
2079	2079/06/27	• Meeting of Provincial Disaster management executive committee • Gather information on loss and damage due to post monsoon disaster • Call meetings of clusters leads and co-leads for immediate response and recovery for survivors of post monsoon disaster • Request ministry of physical infrastructure, urban development for smooth operation of road networks	• Meetings of clusters for information collection regarding loss and damage of thematic areas
2079	2079/09/19	• Meeting with protection cluster for formation of technical working group for formulation of protection cluster DPRP	• Final protection cluster DPRP prepared
2079	2079/11/04	• Meeting with WASH cluster for formulation of DPRP	• Finalised and endorsed the plan

2079	2079/01/29	• Meeting with health cluster for formulation of DPRP •	• Finalized and endorsed the plan
2079	2079/05/31	• Meeting with education cluster for formulation of DPRP	• Finalized the plan
2079	2079/10/18	• Meeting with shelter cluster for formulation of DPRP	• Plan formulation ongoing
Sudurpaschim Province			
2022	6 June 2022	• Meeting with clusters / Pre monsoon meet at MoIAL	• Cluster lead and co-lead meeting for preparation of Monsoon Preparedness and response priorities
	28 Aug 2022	• Inter-cluster coordination meeting held at MOSD prior to protection cluster	• Cluster capacity mapping and member mapping meeting prior to protection cluster at MOSD/ Member mapping
	9 Oct 2022	• Inter Cluster coordination meeting, MoIAL	• Immediate meeting called from MoIAL supported from SUPER for emergency management of information dissemination and response for landslide and flood caused by post monsoon rain, PEOC established as HUB for response.
	6 Sep 2022	• Cluster Coordination meeting with priority cluster from federal level and province level	• Sharing the SUPER projects objectives and planning and discussion of provincial cluster mechanism coordination with federal cluster system and role of co-leads where there is a need of support
	21 June 2022	• Meeting with Private sector / FNCCI	• Sharing the first draft of Education cluster contingency plan and finalised the date for final dissemination
	11 Aug 2022	• Meeting with MOLMAC / cluster mapping	• Sharing the SUPER projects objectives and planning to revise and update TOR of food cluster
	25th Aug 2022	• Meeting with MOPID / cluster mapping	• Sharing the SUPER projects objectives and planning to revise and update WASH cluster contingency plan
	31 March 2022	• Technical working group formation meeting	• Technical working group formation meeting including all ministries district authority's security forces to prepare PDRF
2023	10 Jan 2023	• Cluster Meeting	• Technical working group formulation meeting for Protection cluster contingency plan
	26 Jan 2023	• Cluster Meeting	• Sharing the progress update of protection contingency plan and its finalization meeting
	26 Feb 2023	• HCT Workshop	• HCT earthquake contingency plan formulation workshop cum inter-cluster plan sharing meeting in coordination with UNRCO
	10 March 2023	• Protection Cluster Contingency Plan Draft Sharing workshop	• Finalised and handover of protection cluster contingency plan to MOSD

Source: Project's record, 2023

Table 14: Low Value Grant (LVG) with partners

Agencies	Planned date of LOA	Actual date of LOA	Variation	Reason for variation	Impacts on project's overall performance
Nepal Red Cross Society, Kailali	January 2022	20 March, 2022	3 months	The contracting process took more time than anticipated delaying the overall process.	The activities were implemented directly by Kathmandu office before agreement with the partner. However, there was slight delay in implementation of the project activities.
Nepal Red Cross Society, Bajhang	January 2022	30 April, 2022	4 months	Re-advertisement had to be done in case of Bajhang as no applications were received from the first advertisement.	The activities were implemented directly by Kathmandu office before agreement with the partner. However, there was slight delay in implementation of the project activities.
Rural Women's Development and	January 2022	20 March, 2022	3 months	The contracting process took more time than	The activities were implemented directly by Kathmandu office before agreement with the

Unity Centre (RUWDUC)				anticipated delaying the overall process.	partner. However, there was slight delay in implementation of the project activities.
Social Awareness Centre (SAC), Nepal, Surkhet	January 2022	20 March, 2022	3 months	The contracting process took more time than anticipated delaying the overall process.	The activities were implemented directly by Kathmandu office before agreement with the partner. However, there was slight delay in implementation of the project activities.

Source: Project's record, 2023

Table 15: Changes to the Project's outcomes / outputs

Original outputs/outcomes	Modified Outputs/outcomes
Result 01, Activity 1.1 : The original proposal planned to update the impact model.	Result 01, Activity 1.1: The purpose of the impact model was to create awareness and advocate for investment in preparedness and mitigation. The original proposal planned to update the impact model; however, it has been realized, in consultation with the technical expert, that an updation will require primary data. It is a cost and time intensive exercise. The MR proposes to use the existing impact model together with impact related data/ experiences of the 2015 Gorkha earthquake, Nepal and the 2022-2023 Bajura and Doti earthquakes, Nepal for continued advocacy as a means to inform local and provincial level government about the potential impacts of earthquakes and significance of preparedness.
2) Result 04, Activity 4.3 - The project had planned to influence the municipalities to upscale the intervention by retrofitting an additional 16 houses - 8 each in those municipalities with its own resources.	2) Result 04, Activity 4.3 - The activities under 4.3 which is Demonstration of retrofitting solutions at the local and provincial levels. Upscaling retrofitting: As per the project target, 8 houses have been retrofitted, 4 each in Amargadhi & Jaya Prithivi. The project had planned to influence the municipalities to upscale the intervention by retrofitting an additional 16 houses - 8 each in those municipalities with its own resources. The project municipalities have reduced its financial commitment to retrofitting due to ongoing inflation and substantial reduction in municipal revenue collection. The MR proposes to reduce the target from 16 to 8, i.e., 4 houses each in Amargadhi and Jaya Prithvi.
3) Result 04, Activity 4.2- The project envisaged creating 1600 trained CERT volunteers and conducting refresher programmes in partnership with the municipalities.	3) Result 04, Activity 4.2-The activities under 4.2 which is to Build Capacity of the Community Emergency Response Team Volunteers. The project envisaged creating 1600 trained CERT volunteers and conducting refresher programmes in partnership with the municipalities. The project municipalities have reduced its financial commitment for this activity due to reduced municipal revenue collection and ongoing inflation in Nepal. Hence, the MR proposes to reduce the target by 300 i.e., total number of trained CERT will be 1300.

Source: Project's record, 2023

Table 16: Examples of improved disaster response owing to project interventions

Actions taken	Location	Leading organization(s)
Based on info-graphs and situation reports prepared with technical support of SUPER, the response was planned accordingly	Jumla, Kalikot, Mugu and Humla	MoIAL, WFP, NRCS, UNICEF, Mercy corps/Bhakari, Plan international, MoWRED
Tracking of relief items through 4W matrix	Karnali Province	MoIAL
Formulation of disaster relief guideline	Karnali Province	MoIAL
Regularization of disaster situation report	Lumbini Province	MoHA and SUPER
Disaster preparedness and response plans (Education, WASH, Protection) are in place for effective disaster response	Lumbini Province	Lead, co-lead and SUPER
With development and endorsement of these plans the response is ongoing effectively	Lumbini Province	Lead, co-lead and SUPER
Through the DRR training especially focused on GEDSI, the minorities are being capacitated	Lumbini Province	Ministry, SUPER, LGBTQI, FEDO, disability organisation, Human right organisation
Regularization of disaster situation report	Sudurpaschim	MoIAL and SUPER
Community Of Practice Platform established and actively running sessions for disaster preparedness and response related activities sharing	Sudurpaschim	MOIAL, AIN, UN Agencies/ SUPER
Disaster preparedness and response plans (Education, WASH, Protection) are in place for effective disaster response	Sudurpaschim	Lead, co-lead and SUPER

| Cost sharing for different disaster preparedness activities with AIN , UN agencies and MoIAL happening with each activities planned from MoIAL | Sudurpaschim | Lead, co-lead and SUPER |
| Through the DRR training especially focused on GEDSI and protection the minorities are being capacitated | Sudurpaschim | Ministry, SUPER, LGBTQI, FEDO, disability organisation, Human right organisation |

Source: Project's record, 2023

Table 17: Examples of actions to improve response being planned by government agency

Actions taken	Location	Leading government agency (province, municipality, district office...)
Planning for strategic locations for preposition of relief items	Karnali Province	MoIAL
Placement of digital display board for multi-hazard early warning information in strategic areas	Karnali Province	MoIAL
Increase the number of humanitarian staging area	Karnali Province	MoIAL
Standby framework agreement for private helicopters	Karnali province	MoIAL
Emergency relief items standby framework agreement with suppliers	Karnali Province	MoIAL
Technical support for simulation	Lumbini Province	MoHA
Periodic PDMC, inter-cluster and cluster meetings	Lumbini Province	OCMCM, MoHA, line ministry and support agency
Endorse of provincial DRR strategic action plan	Lumbini Province	OCMCM. MoHA
Facilitation in procurement of emergency items and mapping of these supplies	Lumbini Province	MoHA
Technical support for simulation	Sudurpaschim	MoIAL
Periodic PDMC, inter-cluster and cluster meetings	Sudurpaschim	MoIAL, Other ministries
Endorse of provincial MPRP and Ongoing PDRF endorsement	Sudurpaschim	MoIAL, DDMC

Source: Project's record, 2023

Table 18: Human rights consideration at different phases of the project

Project phases	Human rights consideration
Design	• Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control. • Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection. (These provisions were duly considered during the design, therefore, every policy document and contingency plans incorporated protection elements and GEDSI considerations.)
Implementation	• During implementation, the same human rights considerations guided the development of policies and plans.

Source: Project's record, 2023

Table 19: GESI considerations in project

GESI considerations	Actions taken by the project
Gender responsive analysis	Gender analysis carried out a) for Municipal EPRP: The following recommendations have been included: • Disaggregated data of vulnerable population must be maintained during preparedness phase. • Response activities must ensure GESI especially during relief distribution and extra effort must be maintained that GBV cases do not take place during response phase • The composition of volunteer groups must have Women members • Shelters and government buildings that will be built in response/recovery phase must ensure that protection issues are taken into consideration to make them gender friendly and access of people with disabilities in the buildings must also be taken into consideration. b) For PDRF. The following recommendations have been included: • In the Objectives section of the PDRF. • The main objective of the Province Disaster Response Framework is to provide guidelines to carryout disaster response activities efficiently in coordinated manner before, during and after disaster. The specific objectives of the Framework are as follows:

	• Search, rescue and save life of people who are at risk during and immediately after a disaster and take care of injured, sick, Women (pregnant, postnatal), children, senior citizens, people with physical disabilities and sexual and gender minority population. c) For Relief standards: recommendations included- • Wards should prioritize the recommendations of people with disabilities, sexual minorities, adolescent girls, single Women, pregnant/lactating Women while sending names to receive relief from the municipalities. • Gender audit helped the government and CSO stakeholders become analytically aware of the safety and security situation of the environment they live in.
Participation and representation	**Result Area 1:** • VCA and Impact modelling: Participation of Women: 61% • Participation of Women Digital Champions: 40% **Result Area 2:** • Capacity building of the key stakeholders on Disaster Risk Management for better preparedness and coordinated response-Women participation: 56.5% **Result Area 3:** • Building capacity for WSA: Participants-70% Women, 4% other, 26% men. 1% dalit, 14% Muslim, 22% indigenous. **Result Area 4:** • Women CERT members trained: 67.6% **Result Area 5:** • Training of the media on humanitarian reporting: Women participation- 33%
Gender friendly design	Session on GESI and protection included in total 14 workshops conducted under SUPER. IECs • IECs and Articles that are GEDSI friendly • Trainings that save lives • Fighting Fire, Fighting Stigma • IECs on Disaster Preparedness (Accessible content designed for people with disabilities with hearing and visual disabilities) • Risk transfer booklet • Go Bag • Risk Transfer through Insurance- Nepali • Risk transfer through insurance – Awadhi Radio PSAs that are GEDSI friendly Nepalgunj On Earthquake (Awadhi) • Broadcast and owned by the Nepalgunj Sub-Metropolitan City On Fire (Awadhi) • Broadcast and owned by the Nepalgunj Sub-Metropolitan City On Earthquake (Nepali) - 1 • Broadcast and owned by the Nepalgunj Sub-Metropolitan City On Earthquake (Nepali) - 2 • Broadcast and owned by the Nepalgunj Sub-Metropolitan City Lumbini Earthquake 1 • Broadcast and owned by the Ministry of Internal Affairs, Law and Communication Earthquake 2 • Broadcast and owned by the Ministry of Internal Affairs, Law and Communication Earthquake (Awadhi) • Broadcast and owned by the Ministry of Internal Affairs, Law and Communication Karnali On Fire • Broadcast and owned by the Karnali Province Government • Played through the UNDP Nepal social media handles and PEOC Karnali page

	On Floods
	• Broadcast and owned by the Karnali Province Government
	• Played through the UNDP Nepal social media handles and PEOC Karnali page
	On Earthquake
	• Broadcast and owned by the Karnali Province Government
	• Played through the UNDP Nepal social media handles and PEOC Karnali page
	On Lightening
	• Broadcast and owned by the Karnali Province Government
	• Played through the UNDP Nepal social media handles and PEOC Karnali page
	On Cold Waves
	• Broadcast and owned by the Karnali Province Government
	• Played through the UNDP Nepal social media handles and PEOC Karnali page.
	Dhangadhi
	On Earthquake
	• Broadcast and owned by the Dhangadhi Sub-Metropolitan City
	On Fire
	• Broadcast and owned by the Dhangadhi Sub-Metropolitan City
	On Flood
	• Broadcast and owned by the Dhangadhi Sub-Metropolitan City
	On Road Safety
	• Broadcast and owned by the Dhangadhi Sub-Metropolitan City
Capacity building and empowerment,	• 37% of core SUPER project staff are Women.
Targeted interventions	• Community firefighting orientation targeting vulnerable households. • Capacities for Women safety audit • Training on basic protection packages to gov stakeholders incorporating SGBV, PSEAH, gender responsive budgeting. • Training on GESI-informed disaster preparedness and emergency response, including DRRM act, strategic action plans , health sector preparedness, earthquake lessons (CHS, Sphere coordination mechanism and information management, etc.) • Training to provincial, district and municipal representatives on Humanitarian Architecture and Sphere Standards, SADDD monitoring framework • Development of injects- initial scenario based costing for gender responsive services/ interventions for earthquake preparedness
Data disaggregation and monitoring	• SADD monitoring framework developed and implemented,
Collaboration and partnership	• Consortium partner: UN Women Partner NGOs : RUDUWC, LACC, FWLD

Source: Project's record, 2023

Table 20: Disability friendly considerations in project

Disability friendly considerations	Actions taken by the project
Disability analysis	Gender analysis carried out a) for Municipal EPRP: The following recommendations have been included: • Disaggregated data of vulnerable population must be maintained during preparedness phase. • Response activities must ensure people with disabilities especially during relief distribution. • The composition of volunteer groups must have Women members. • Shelters and government buildings that will be built in response/recovery phase must ensure that protection issues are taken into consideration to make them gender friendly and access of people with disabilities in the buildings must also be taken into consideration. b) for PDRF. The following recommendations have been included: • In the Objectives section of the PDRF. • The main objective of the Province Disaster Response Framework is to provide guidelines to carryout disaster response activities efficiently in coordinated manner before, during and after disaster. The specific objectives of the Framework are as follows:

	• Search, rescue and save life of people who are at risk during and immediately after a disaster and take care of injured, sick, Women (pregnant, postnatal), children, senior citizens, people with physical disabilities and sexual and gender minority population. c) for Relief standards: recommendations included- • Wards should prioritize the recommendations of people with disabilities, while sending names to receive relief from the municipalities.

Source: Project's record, 2023

Annex-10: Signed UNEG Code of Conduct for consultants

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.

2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.

3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.

4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.

5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.

6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings, and recommendations.

7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.

9. Must confirm that they have not been involved in designing, executing, or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form
Agreement to abide by the Code of Conduct for Evaluation in the UN system:

Name of Evaluator: Dr. Dhruba Gautam
Name of Consultancy/organisation: N/A

I confirm that I have received and understood and will abide by the United national Code of Conduct for Evaluators:

Signed at: Kathmandu on Sep 28, 2023

Signature:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings, and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.
8. Must ensure that independence of judgement is maintained, and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing, or advising on the project being evaluated and did not carry out the project's Mid-Term Review.

Evaluation Consultant Agreement Form
Agreement to abide by the Code of Conduct for Evaluation in the UN system:

Name of Evaluator: Ms. Pratistha Pyakurel
Name of Consultancy/organisation: N/A

I confirm that I have received and understood and will abide by the United national Code of Conduct for Evaluators:

Signed at: Kathmandu on Sep 28, 2023