

**Final Evaluation of Flood Operation 2014
supported by the IFRC in Nepal**

Final Report
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In the course of the data collection for this evaluation it has been the pleasure of the team to interact with beneficiaries, volunteers and staff of the NRCS, IFRC, partners and government officials at local and national level. The fact that these people chose to take time out of their already busy agendas to address our questions reflects well on the NRCS and its activities. We wish to thank the people concerned for receiving us with interest and generosity.

This report is the product of its authors, and responsibility for the accuracy of data included in this report rests with the authors.

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Acronyms and abbreviations

CHF	Swiss Francs
CRM	Complaints Response Mechanism
CTP	Cash Transfer Programming
DDRC	District Disaster Relief Committee
DFID	UK Department for International Development
DREF	Disaster Relief Emergency Fund
EPoA	Emergency Plan of Action
GBV	Gender Based Violence
HQ	Headquarters
IFRC	International Federation of Red Cross and Red Crescent Societies
NFRI	Non Food Relief Items
NRCS	Nepal Red Cross Society
NRS	Nepali Rupees
ORS	Oral Rehydration Solution
PNS	Partner National Societies
SOP	Standard Operating Procedures
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
VDC	Village Development Committee
WASH	Water Sanitation and Hygiene Promotion
WFP	World Food Programme

Executive Summary

In August 2014, torrential rains caused heavy floods and landslides in 23 districts throughout Nepal. A total of 202 people were reported dead, and 36,949 families (184,745 people) were affected. 10,193 families (50,965 people) were displaced as their houses were destroyed and 26,756 houses were partially destroyed. Four of the 23 districts: Banke, Bardiya, Dang and Surkhet were the worst affected and became the focus of the Nepal Red Cross Society (NRCS) response. The operation, with a total budget of CHF 1.55 million, sought to provide immediate assistance to meet the humanitarian and recovery needs of a total of 8,000 families displaced by floods and landslides through the provision of emergency shelter assistance, water, sanitation and hygiene promotion, non-food relief items and early recovery assistance. The American, Austrian, British (UK Gov), Canadian (Can Gov), China (Hong Kong Branch), Finnish, Japanese, Norwegian, Macao and Swedish Red Cross Societies as well as VERF/WHO voluntary emergency relief gave cash contributions. Swiss Red Cross, Belgian Red Cross/Flanders, USAID, UNICEF and WFP also supported the operation in kind. This is the evaluation of that response. It is based on document reviews, key informant interviews at national and local level and field data collection in one of the four most affected districts. It was commissioned by the Nepal Red Cross Society and IFRC Country Office and implemented in December of 2015.

Overall, the evaluation concludes that affected people were better off, in some cases significantly better off, than they would have been without the NRCS interventions.

Assessments and beneficiary selection were found to be well conducted but the volunteer based implementation led to significant variations in quality. Activities were well coordinated with relevant government authorities. Beneficiary involvement in assessment and implementation was extensive. There was no beneficiary involvement in programme design.

Support given combined non-food relief items, food, shelter materials, hygiene and disaster risk messaging with a pilot project testing cash based progressive shelter programming. All components of the support given were found to be relevant and appropriate. Standard kits distributed were contextualised, of reasonable quality and addressed a range of needs (cooking, shelter, hygiene). Materials were provided from NRCS own preparedness stocks in regional and national warehouses as well as from UNICEF and WFP thanks to existing national partnership agreements. Relief support was assessed to be timely, given the context. Recovery activities were delayed, at times seriously so, due to a combination of external and internal factors.

Beneficiary selection criteria considered vulnerabilities but standard operating procedures did not allow for adaptation to differing needs (same number of goods irrespective of household size for example).

NRCS Surkhet district chapter coordinated well with the government represented by the District Disaster Relief Committee (DDRC), of which the organisation is *ex officio* member. The organisation also coordinated overall distribution activities based on its role as chair of the distributions' sub-committee of the DDRC.

Distributions were well organised and programme outputs well documented.

There was no systematic monitoring or follow-up at the outcome level, although HQ programme staff made several field visits.

The cash based progressive shelter programme was considered a success although the amounts available per household were repeatedly cited as insufficient – more generous seed money than full subsidy.

Section 3.2.1 provides statistics on programme achievements. Results vary significantly between programme components with some being completely cancelled and others delivering several times more than originally planned. It is noted that the original disaster relief emergency fund budget was

multiplied by a factor of ten in the emergency appeal that followed, which in turn was reduced by 40% in the revised appeal budget in reaction to limited funding.

Policies and guidelines were in place but application was not consistent to the extent that the NRCS brand may have been placed at risk. Meanwhile, financial procedures were in line with NRCS systems, which in turn fulfilled international standards.

There was no formal complaints response mechanism and no documentation of complaints received. Systematic management follow-up and organisational learning based on beneficiary feedback was therefore not possible.

Integration between sectors was achieved through standard kit composition, by combining distributions with advisory messaging and by coordination through the DDRRC. Nevertheless, the evaluation team concludes that there is scope for more cross-sectoral synergy, especially through systematic reflection on how data collected can be shared, internally and externally.

Quality was inconsistent, in part due to dependence on volunteer implementers and high turnover among those trained. In part the varying quality was due to insufficient governance and management follow-up that the policies, guidelines and SOPs should be applied.

Documentation was good at the local level but aggregated data was non-existent, not consistent or difficult to access.

Chapter 5 presents a series of recommendations. NRCS is recommended:

- 5.1.1 To strengthen its capacity to rapidly reinforce quality management in operational district chapters
- 5.1.2 To maintain and develop its National level partnerships with e.g. WFP and UNICEF
- 5.1.3 To pay more attention to organisational visibility
- 5.1.4 To study how "flexible standard" kits could be designed
- 5.1.5 To support district chapters with a checklist on data sharing
- 5.1.6 To develop a contextually appropriate Complaints Response Mechanism (CRM)
- 5.1.7 To establish a human resource development strategy
- 5.1.8 To expand the use of Cash Based Progressive Shelter Programming after relevant study and adaptation

The recommendations for NRCS are complemented with recommendations for IFRC and PNSs. These are focused on supporting NRCS in addressing the recommendations above.

1 Introduction and background

A study conducted by the World Bank classified Nepal as one of the global “hot-spots” for natural disaster. It is the 30th country most prone to water induced disasters and the 11th in terms of risk from earthquake. It is estimated that approximately 10,000 households are being affected annually from various disasters. Almost 80% of these are exposed to the risk of floods and landslides, which have caused 29% of total annual deaths, 43% of total loss of property, and leave 2,000 homeless every year. Earthquakes and floods are the major hazards in terms mortality, effect on population and economic losses.¹

The Nepal Red Cross Society (NRCS) has 75 district chapters and more than 1400 sub-chapters throughout the country, and as a key humanitarian player in the country, has responded to numerous disasters such as the Koshi Flood in 2008, the Taplejung Earthquake in 2011, the Flood 2014 and the Gorkha earthquake 2015.

In August 2014, torrential rains caused heavy floods and landslides in 23 districts throughout Nepal. A total of 202 people were reported dead, and 36,949 families (184,745 people) were affected. 10,193 families (50,965 people) were displaced as their houses were destroyed and 26,756 houses were partially destroyed. Four of the 23 districts: Banke, Bardiya, Dang and Surkhet were the worst affected and the focus of the response.

The International Federation of Red Cross and Red Crescent Societies (IFRC), in consultation with NRCS, launched a Disaster Relief Emergency Fund (DREF) support of CHF 249,709 on 21 August to support NRCS in launching the flood and landslide operation 2014. It has aimed to assist 4,000 families to meet their immediate humanitarian needs. The DREF contribution was followed by an Emergency Appeal of CHF 2.46 million on 27 August to meet humanitarian needs of 10,000 families, based on the initial rapid assessment. The Emergency Appeal and Emergency Plan of Action (EPoA) were revised in November 2014, based on a detailed assessment and the actual needs of the affected people. The Emergency Appeal was revised with a budget of CHF 1.55 million (almost 40 percent reduction from the initial budget) targeted to provide immediate assistance to meet the humanitarian and recovery needs of a total of 8,000 families (40,000 people) displaced by floods and landslides through the provision of emergency shelter assistance, water, sanitation and hygiene promotion (WatSan/HP), non-food relief items (NFRIs), and early recovery assistance.

The American, Austrian, British (UK Gov), Canadian (Can Gov), China (Hong Kong Branch), Finnish, Japanese, Norwegian, Macao and Swedish Red Cross Societies as well as VERC/WHO voluntary emergency relief gave cash contributions. Swiss Red Cross, Belgian Red Cross/Flanders, USAID, UNICEF and WFP also supported the operation in kind.

The operation involved around 1,310 volunteers and 43 staff for a number of weeks in the different affected areas and of these, 150 volunteers and 16 staff worked until the end of the operation (8 full time staff and 8 staff receiving partial salary support). At the request of the IFRC country office, the Asia Pacific Zone Office Disaster Management Unit deployed an operations coordinator to assist with the emergency planning for the extended EPoA. A short term Disaster Management delegate was deployed to support the NRCS.

The planned overall operation budget was CHF 1,553,306 but the operation only attracted CHF 1,125,355 in funding. At the end of the operation, CHF 978,174 had been spent. Hence, there is a difference of CHF 575,132 between budgeted and used funds.

¹ Source: Terms of reference for the assignment.

1.1 The evaluation

Purpose and scope

The purpose of this evaluation is to find out to what extent the humanitarian objectives of the relief and recovery interventions have been achieved and how the methodologies utilized have facilitated and contributed to the results attained. Particular focus was given to shelter, NFRI and water and sanitation interventions and to providing recommendations on how this capacity can be further strengthened at both NRCS Headquarters and district chapter levels.

The evaluation field work was done in the Surkhet district. Information related to the overall operation (four districts) was gathered by document review and interviews with key informants at NRCS HQ² level. Out of the 36 affected VDCs³ of the Surkhet district, three were selected for the information collection based on criteria developed by the evaluation team. Representation of major components of the operation was ensured while selecting the evaluation area. Efforts were made to collect good practices and learnings which can be replicable in future operations.

Objectives

The objectives of the evaluation are to:

- a) Assess the extent to which interventions under the operation have achieved their objectives
- b) Determine the impact on beneficiary living conditions, including access to water and sanitation.
- c) Assess the capacity of the NRCS (particularly the district chapter levels) to deliver relief and recovery assistance effectively and make recommendations on how this capacity can be further strengthened.

The main intended users of this report are NRCS and its district chapters including sub-chapters, IFRC and PNS involved in the flood operation 2014.

2 Methodology

Team and overall design

The evaluation team was composed of an external Team Leader (Mr Bjorn Ternstrom) and one representative each from IFRC (Ms Rabia Butt) and NRCS (Ms Kalpana Aryal), additional support for admin and translation was also provided. The time allocated was 20 days, including 13 days in Nepal of which 6 days for travel to and from Surkhet, which was selected for field work in the TOR. This left one day for orientation and planning with the district chapter and three days of beneficiary interaction. The limited time excluded large-scale data collection and the focus has been on review of project documents, on-site observation and interviews, individual or in group, with staff, beneficiaries and key stakeholders.

The evaluation team conducted beneficiary and VDC level interviews with two teams (NRCS member + IFRC member with translator) visiting one VDC per day. The team leader, assisted by a translator, focused on staff, local authorities and other stakeholders.

² Headquarters.

³ Village Development Committees, sub-district administrative unit in Nepal.

2.1.1 Document review

Documents provided by NRCS or IFRC have been reviewed. For a list of such documents please refer to the document list in the Annex 3. The initial document review was used to inform the selection of interviewees and locations for field visits.

2.1.2 Key informant interviews, individual and group

Interviews were made with stakeholders listed in the terms of reference. PNS representatives were approached but declined to be interviewed, citing lack of relevant input. Xmas and Kathmandu power cuts blocked some planned virtual interviews. The limited time for field visits made it necessary to partly rely on staff and volunteers for selection of interviewees, but we tried to compensate for this by setting the criteria for selection. VDCs were selected in a two-step process: The district chapter was given a list of criteria for selection and asked to select five VDCs. Among these the evaluation team selected three which were then visited.

In each VDC, the wards to be visited, and ultimately beneficiaries to be interviewed, were selected based on a balance of accessibility and representativity. Random sampling was used for interviewee selection, combined with consideration of logistical constraints. In each VDC the team conducted two group interviews and 12 individual interviews per day. As the Terms



of Reference emphasised shelter and WASH, and as the cash based progressive shelter component was a pilot project, interviewee selection aimed for 30% of interviewees to be shelter/WASH beneficiaries through the pilot. A gender balance was sought in the interviews conducted (57% of participants taking part in beneficiary survey were female).

Interviews with staff, governance and volunteers were mainly semi-structured. Interviews with beneficiaries were structured, following a questionnaire. Questions asked and a summary of data is available in Annex 5. In total, 35 beneficiaries were individually interviewed, hence the sample is too small to be treated as representative of all beneficiaries. We have included answers from it despite this, but the data should be treated as representative only for the group of respondents.

2.1.3 Participatory approach, learning, data sharing and validation

Volunteers and staff have been involved in the evaluation in order to contribute to learning. The field visit to Surkhet started with an orientation and concluded with a feedback session for validation and comments. A similar session was held at NRCS HQ on the 22nd December. The purpose of these meetings was to present and discuss findings to validate data, fill in data gaps, discuss lessons learned and recommendations as well as contribute to the sense of participation among stakeholders. Both these briefings combined data sharing with room for joint interpretation and discussion of findings.

2.1.4 Triangulation

Information collected from different sources (range of documents and persons interviewed) and by different methods (observation, interviews, group discussions and document review) was compared in order to triangulate data. Major contradictions were not found but inconsistencies in reporting

took considerable time to sort out. The feedback sessions also served as a way to triangulate and validate information.

2.1.5 Tools

A beneficiary questionnaire was developed and the results summarised in an evaluation questions matrix. Semi structured interviews were documented in standard interview protocols. All data was then summarised in a findings matrix which was used to derive conclusions and recommendations. The questionnaire may be found in Annex 4.1, with a summary of multiple-choice question data presented in Annex 4.2.

2.2 Limitations

- The time allotted for the evaluation limited the number of locations that could be visited and the number of people that could be interviewed.
- Security restrictions, weather (closing airports) and fuel shortages further limited evaluation scope.
- Baseline data was very limited.
- There was limited time for preparations, as the team was recruited just a few days before the start of the evaluation.

3 Findings

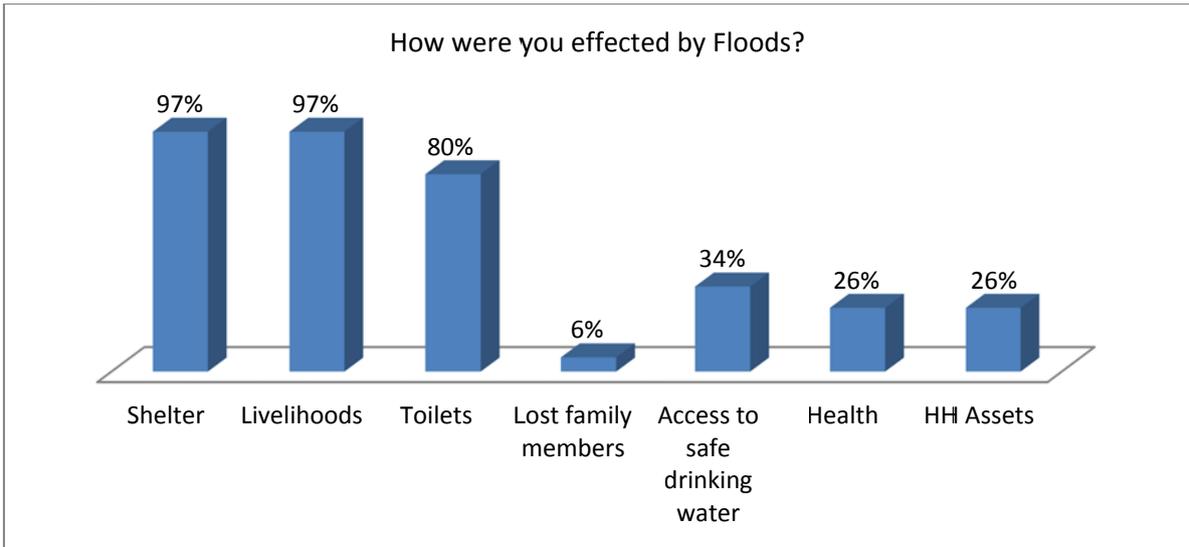
3.1 Relevance, appropriateness and coverage

Identification of beneficiaries and needs

Beneficiary selection was based on NRCS standard criteria, agreed to by the District Disaster Relief Committee (DDRC), and involved community members, sub-chapters and VDC members. NRCS managed to reach remote areas, for example in Chinchu where other organisations were hesitant to go. They reached poor, women headed, households, minorities, families with low income, disabled people and marginalised groups, including a Dalit community in Satakhani which were only served by the Red Cross.⁴ The support given was not differentiated to address specific needs of different vulnerable groups.

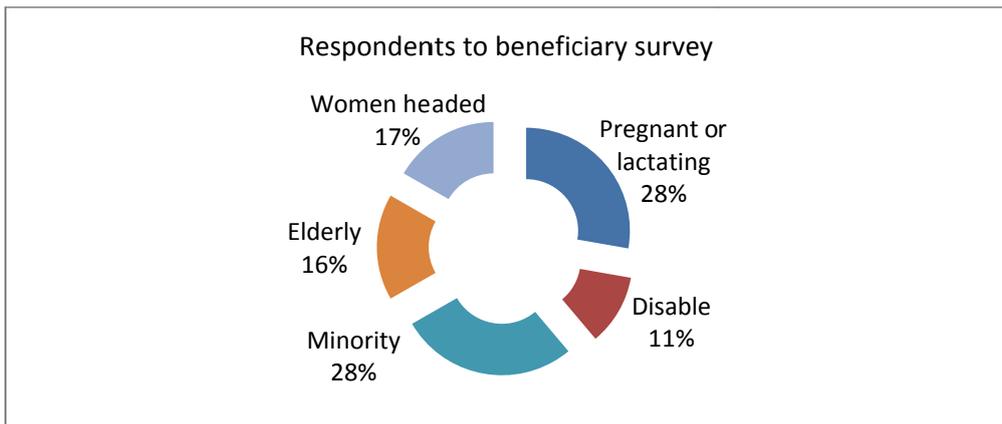
The targeted VDCs were identified by the government based on joint assessment reports. The core criteria for beneficiary targeting was most affected and displaced or/and affected families headed by women, elderly couples, young couples with small children for relief and a completely damaged house for progressive shelter. In some places priority was given to those who were unemployed or had low income level. NRCS policies and guidelines were referred to repeatedly by interviewees. The respondents to the beneficiary survey had been affected by the floods as follows:

⁴ Interviews with VDC member and Sub-chapter president, observation.



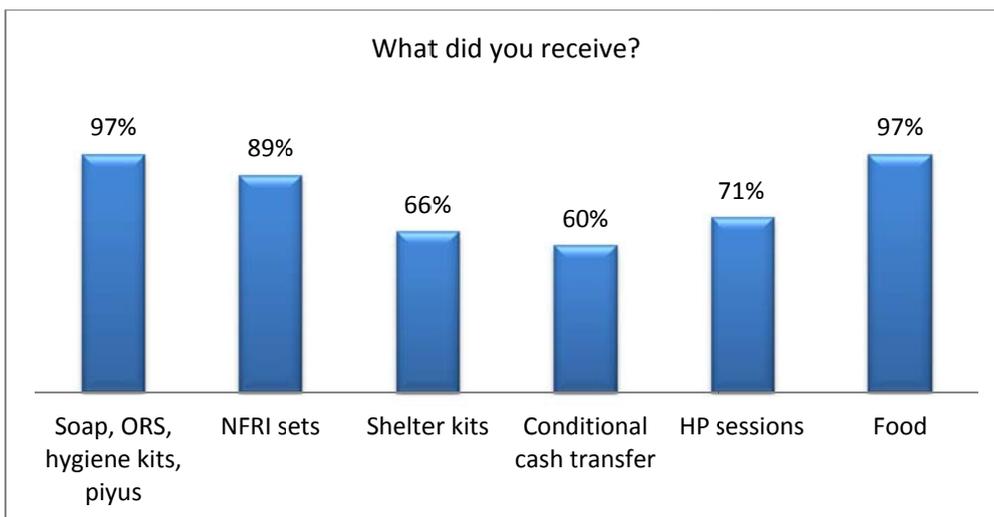
Several interviewees noted that the government’s prior practice of accepting NRCS assessments as basis for allocation decisions for relief efforts was no longer in use. Questions were raised regarding the technical quality of initial assessments and some of the assessments needed to be redone with more detailed assessment procedures.⁵

Findings from the group discussions, key informant interviews and beneficiary survey suggest that all segments of society were reached with relief and recovery support (including landless people, minorities (Dalits), female headed households and elderly) with given to the people with fully destroyed households and having low income. The appeal document also mentioned sick and people with special disabilities as prioritised beneficiaries but no field evidence was found to support this. Meanwhile, no evidence was found that showed any discrimination made based on gender, race, ethnicity, social status etc. and no evidence was found of different outcomes of support given between groups based on their location. The respondents to the beneficiary survey reported that almost all segments of society were reached with support by NRCS. Thus the people reached belonged to the following groups:



In Surkhet district, community members were involved in the data collection for the detailed assessments for the relief and recovery programme. The district chapter shared assessment reports identifying the number of people affected with the national headquarters, which then sent distribution material based on availability. The respondents to the beneficiary survey had received the following types of support:

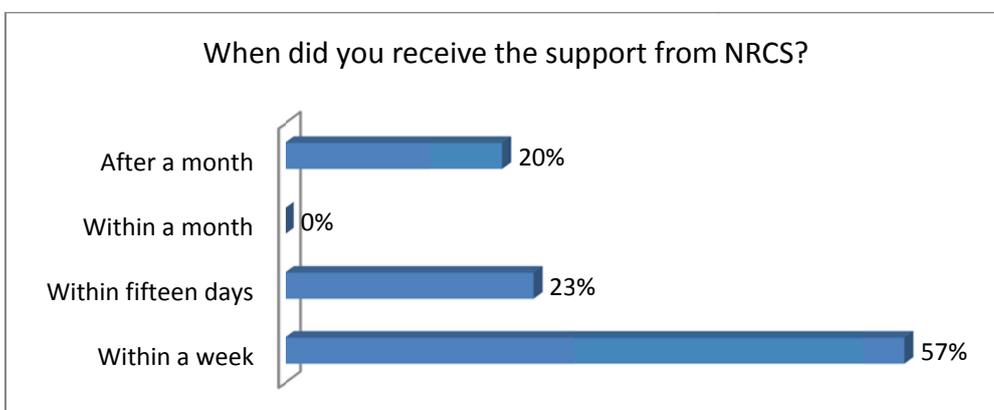
⁵ This is one important aspect unerlining recommendation 5.1.1.



There were very few examples of poor targeting: In Hariharpur, 3 out of 119 tarpaulins were reported to have been given to people who were affected by floods, but had other means to sustain themselves and only moved to the camp to get support. In Bheriganga (Chinchu), a family that was reported to have a completely destroyed house was not selected for support. The explanation given was that the sub-chapter had a limited number of support (quota) for that area and had already identified beneficiaries that filled this. The family was later included in place of a beneficiary in another community, who left the area. Similarly, some beneficiaries of progressive shelter did not have their own land for construction but were provided with land by their relatives. In these cases the formal criteria for selection i.e. that the beneficiary should own the land, were not fulfilled. Thus it can be said that the errors of both inclusion and exclusion were found.⁶

Delivery and distributions

Relief items were released from NRCS warehouses, at regional and national level, and transported to the distribution point within 15 days of the disaster. Most people received the initial support within one week, but in some instances it took more than a month. Normal purchasing of relief goods takes 4-5 months, but emergency purchasing could be made in approximately one week as reported by few of the key informants at NHQ. However, for floods 2014 procurement for distribution was completed in eight months when it was planned to be completed within six months. The use of cash transfers reduced the time for provision of the assistance, as there was no need for the RC to spend time on procurement and transportation and no need for storage. The relief distributions were peaceful and the beneficiaries were part of organising the distributions. The majority of the respondents to the beneficiary survey reported that they received the support within 15 days:



⁶ Source: Key informant interviews, Group Discussions, Beneficiary surveys, Programme documents.

The recovery phase, however, was not as timely. Progressive shelter programme decision making processes at National level were described as protracted and documentation shows that field staff for the programme was not hired until February 2015. The selection of District Chapter for the pilot also took longer than expected resulting in reaching less number of beneficiaries and selecting only those who were thought to be able to complete the shelters within remaining timeframe. The earthquakes in April and May 2015, with subsequent massive relief operations, monsoon logistics and political unrest further delayed shelter provision.

Cash grants for progressive shelters were in some areas given in two instalments and in some areas in three instalments, depending on the capacity of sub-chapters and the mode of construction. A pragmatic approach to the number of instalments was practiced. In some cases the project supervisor felt the need to more closely follow the construction and hence increased the level of conditionality by subdividing payments into more instalments while in one case all NRS⁷ 60,000 was given in one instalment as the beneficiary was selected in the second round. All received a total amount of NRS 60,000 for progressive shelter and formal receipts were tailored to fit the intended three instalment distribution process. Cash distributions were made in cash in some areas and via bank in others.

Appropriateness and sufficiency

The support provided was in line with local customs and nothing was reported as inappropriate.⁸ The intervention design made use of preparedness stocks of relief goods and human resources from a wide network of volunteers. Many of these had some training ranging from first aid to assessment to distribution management. Some had participated in previous operations or simulation exercises. Others were entirely new to the Red Cross and relief operations. The contribution of the volunteers was consistently praised by interviewees although it was also recognised that skill levels varied widely.

Key informant interviews, group discussions and the beneficiary survey confirmed that relief and recovery interventions were relevant to the needs of the target population. The items provided during relief distributions, approximately a year ago, were still in use at the time of the evaluation. Beneficiaries were reported to have better shelters than prior to the disaster, and in some cases (the progressive shelter programme) this included latrines. However, another NGO working in the response had questions around goods that were perceived as old and not of very high quality.

Cultural traditions linked to female menstruation were taken under consideration while designing NRCS standard hygiene kits. However, only one kit was provided per household regardless of the number of female members in each family. It was also shared in an individual interview that a pregnant woman was evacuated via helicopter to the district hospital for delivery. No special measures for children were taken under consideration while designing the programme activities e.g. child protection in camps etc. Assessments identified children at risk (placed in foster homes due to loss of parent for example) but this information was not systematically shared with the Women Development Officer responsible for the protection cluster.

The amount provided for progressive shelters was NRS 60,000. Suggested models for shelter structures that could be built within the amount given were not provided. The Surkhet district chapter and sub-chapter raised the issue that this amount was insufficient. The evaluation team observed only one household that had made a shelter within that amount and this was a female headed household which had no other means. According to interviewees, the money spent on reconstruction ranged from NRS 150,000 to 600,000 depending on the area and structure.⁹ The

⁷ Nepali Rupees. NRS 60,000 is approximately USD 600.

⁸ DREF Emergency Plan of Action.

⁹ Interviews with logistics department and District Chapter, group discussions and beneficiary survey.

evaluation team observed that beneficiaries of the progressive shelter programme had used locally available resources (stone, wood, bamboo etc.) to build shelters.

Involvement of beneficiaries

Beneficiaries were involved in data collection for assessment and practical implementation tasks but not in programme planning and design. Examples of design attributes that were not in line with beneficiary needs were that the number of blankets in NFRI kits was not adapted to family size¹⁰, and the amount of money provided for progressive shelter was insufficient. The amount was not as much as that given by the government, which was decided at a later stage. Beneficiaries were also involved in implementation, e.g. by managing the sites for distribution of relief materials and in progressive shelter construction.

The involvement of beneficiaries in monitoring and follow-up was limited to signing (or thumb printing) the distribution sheet (beneficiary list) when receiving the support. No proper beneficiary communication mechanism was set up to support the programme and no formal Complaints Response Mechanism was introduced.

The president of one sub-chapter (Chinchu) reported that a help desk was established to assist the community members, especially addressing the concerns of those who did not receive support by sharing with them the beneficiary selection criteria.

3.2 Effectiveness, efficiency and accountability

3.2.1 Effectiveness - Intended and achieved results

The table below shows the targets set and achievements reported in different documents provided for the desk review. A pattern was noticed where targets were increased in the Emergency Appeal and then lowered in the Revised Emergency Appeal. Thus the performance, particularly in progressive shelter, toilet construction and water pumps, is significantly less than originally targeted.

Targets and achievements for the relief and recovery activities				
Source: Appeals and NRCS Final report				
Sector	Target families (DREF)	Target families (Emergency Appeal)	Target families (Revised Emergency Appeal)	Achievements (Families reached)
Non-food items (relief)	4,000	6,000	8,000	7,506
Shelter toolkits	750	3,795	1,308	1,178
Progressive shelter		1,200	400	140
Water purification solution	17,000			10,000
WASH (Soaps and Oral rehydration solutions)	12,000 (items not Households)			50,000 and 72,800 respectively
Hygiene kits	3,500			11,600
Toilets		730	400	140
Hand pumps		300	80	0
Water schemes		24	9	9

Distribution of non-food relief items (NFRI) was initially planned to reach 4,000 people within a timeframe of two months with DREF funding. The target number was increased to 6,000 in the Emergency Appeal (EA) and was further increased to 8,000 in the Revised Emergency Appeal (REA).

¹⁰ Refer Recommendation 5.1.4 below.

The REA target was achieved to 94% within eight months, with a two months delay against what was planned.

The WASH programme achieved all its relief phase targets within three months of the operation. The target distribution of 12,000 handwashing soaps and Oral Rehydration Solutions (ORS) was surpassed, and 50,000 soaps and 72,800 ORS were distributed. However, only 10,000 water purification solutions were distributed while 17,000 were planned.

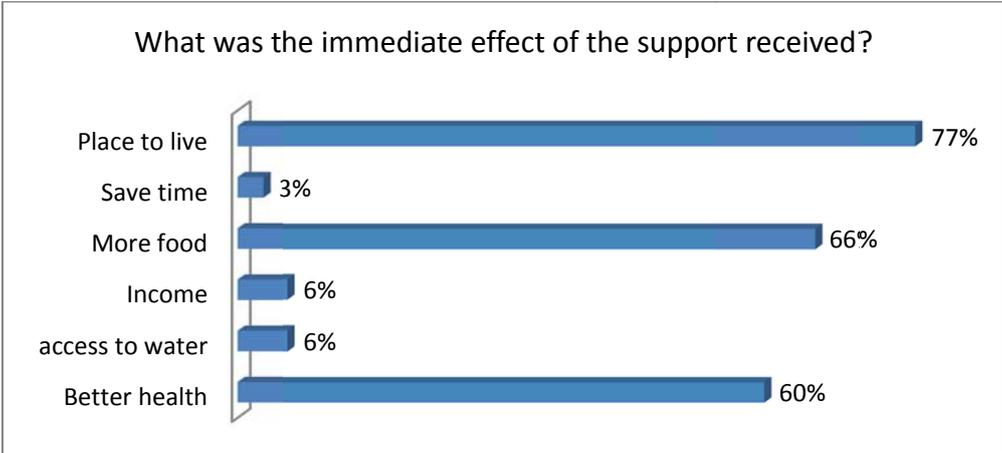
In the Emergency Appeal 300 hand pumps were planned to be installed. This was reduced to 80 in the REA but none of these were installed as Government took responsibility for these interventions. Nine water supply schemes were rehabilitated, as planned in the REA, while the initial target according to the EA was 24.

Initially in the Emergency Appeal 1,200 progressive shelters were planned. However, due to less than hoped for funding the number was reduced to 400 (100 per focus district) with 140 shelters as the final number reached when Surkhet was the only implementing district. The shelter targets were continuously reduced over time while the timeframe, on the other hand, was increased from eight months to ten months with some of the structures still incomplete at the time of the evaluation. These beneficiaries were living with relatives or on rent and the reason stated was that the amount received in support was small and they wanted to build a concrete structure, thus they were trying to arrange more money before completing the construction. It should also be noted that this was a cash transfer programme with no NRCS implementation of construction and significant beneficiary contribution in both time and resources.

Similarly only 140 people were reached with the cash transfer for toilet construction. These people were the same beneficiaries who received cash instalments for shelter construction and the implementation took the same amount of time as the shelters. The initial plan was 790, which was reduced to 400 in the revised emergency appeal.

According to interviewees, a centralised decision making process hampered effectiveness by causing delays in implementation the progressive shelter project.

Although targeted numbers were not always met, the interventions did meet immediate needs and had intended results. Food distributions and NFRIs satisfied the immediate need as they provided energy and basic shelter for the initial days to help people cope with the situation. Before receiving this support, people were living under the open sky or with other families with limited or no food. The respondents to the beneficiary survey reported the following immediate effect of the support they received:



3.2.2 Efficiency

Availability and use of resources

In NRCS warehouses, stocks were replenished when the 50% mark was reached. There was a total national capacity of 36,000 NFRI kits of which 10,000 in Kathmandu and the rest in regional warehouses, including Nepalganj in Banke district. The regional IFRC office in Kuala Lumpur was used for more complicated purchasing that needed international procurement. Disaster preparedness stocks (primarily NFRI kits) available at district and regional levels were quickly mobilised to support the affected people.

Standard packages involved intersectoral integration for example by the inclusion of hygiene materials and water purification tablets in NFRI distributions and the inclusion of latrines in the specifications for shelter support. Similarly beneficiary communications included both hygiene and risk reduction messages. Interviewees gave several examples of integration between sectors: There were joint procurement committees, people who received relief items also received shelter support and people who received cash support for shelter reconstruction also received NRS 10,000 for latrine construction.

The selection of beneficiaries also suggests that there was sufficient integration between different sectors. For example the beneficiaries who were selected for the progressive shelters were the same who received relief items from NRCS. Thus NRCS had detailed assessments of those beneficiaries.

However, not much evidence was found in support of integration being present at programming level such as e.g. joint monitoring visits by WASH and shelter coordinators from the national headquarters to the district chapter.

Despite good overall coordination, opportunities to enhance outcomes through better linking had not been fully exploited. Examples include: vulnerable children identified were not registered with the protection cluster; landless people were not supported to get formal leases to the land their shelters occupied; advocacy on the behalf of internally displaced persons in camps was minimal; linking affected people to possibilities to strengthen their livelihoods was not done.

Staff at the national headquarters and district chapter had good experience in managing small to medium scale disasters and implementing traditional activities of relief distributions. The four district chapters were described as similar in capacity by interviewees in Kathmandu, with Banke somewhat stronger due to its regional role and Bardiya suffering from recent leadership changes. The Surkhet district chapter managed a rapid upscaling in the face of what was locally a large disaster event. However, difficulties were faced in data management, especially in the pilot Cash Transfer Programme (CTP).

Volunteer recruitment and training is extensive at both National and district level. Accessing these trained volunteers in times of emergency was cited as difficult in a country where migration for livelihoods or professional development is common.

The number of IFRC staff was increased, increasing indirect costs of the intervention. Some interviewees were of the opinion that this money would have been better spent reinforcing NRCS structures.

Systems, procedures and control mechanisms

NRCS policies and guidelines were known as they were referred to repeatedly by interviewees. The DREF Emergency Plan of Action comments that local procurement will be done as per IFRC standards. Standard Operating Procedures (SOPs) were developed for the cash based progressive shelter programme. A warehousing manual existed and was referred to and there were technical sub-committees of governance overseeing most technical fields, at local, regional and national level.

Interviewees from the Warehousing and Finance departments could describe relevant decision making processes, indicating that they were known and transparent.

There were separate bank accounts for the floods operation at district level and financial reporting mechanisms were in place. The budget revision was done in consultation with the NRCS, involving high-level management. There have been progress reports to the NHQ, and an external audit had been conducted.¹¹ The audit report indicates that proper systems and procedures are in place but not always implemented. Implementation variations range from lack of practical feasibility (photocopies of receipts fading) to a clash between pragmatism and proper procedure (budgeted costs reallocated between budget lines within same activity).¹²

In the field, assessment and distribution documentation was proper and available. This data was in hardcopy and not accessible to interested stakeholders from Kathmandu or other districts, limiting the potential for post emergency analysis and learning. District staff could rapidly retrieve correct documentation for specific areas but documents provided were aging fast due to primitive storage facilities.

Adequate systems for assessment, planning and implementation were in place. Both governance and management tended to apply them pragmatically, adjusting as needed in a particular context. Assessment protocols and SOPs for the progressive shelter programme were applied with variations according to the interpretations of volunteers or staff implementing. For example, the same damage was assessed as partially destroyed house or fully destroyed depending on the assessing individual. Another example from the progressive shelter programme was that the number of cash instalments for almost 15% of beneficiaries was adjusted to the perceived trustworthiness of the shelter constructor. The number of instalments was increased to ensure completion of each construction step. This was done without documented formal decision and post-completion, the process was adjusted to the financial rules by consolidating several small payments into one receipt so that formal documentation was in line with SOPs.

The evaluation team saw little evidence of documented monitoring beyond quantitative recording of materials distributed. Significant variations in work quality, indicating a lack of quality management, were noted. Technical support received from NRCS HQ was focused on documenting and compiling assessments and was not sufficient to ensure wider quality management. No systematic post-activity monitoring or follow-up was observed. No district level lessons learned exercises had been undertaken in Surkhet but the district chapter had hosted a national level lessons learned workshop.

Complaints and feedback mechanisms

According to the information obtained in individual and group interviews there were no formal complaints response mechanisms or beneficiary communication systems in the communities visited. Nor did any of the district chapter or sub-chapter representatives exhibit any knowledge about complaint and accountability mechanisms except one in Chinchu (sub-chapter) which reportedly had a help desk to satisfy the questions of community members (both beneficiaries and non-beneficiaries).

When asked, people reported not having any major concerns related to the NRCS interventions and the community members interviewed knew whom to contact if needed. Sub-chapter representatives frequently visit the communities. The community discussed issues related to the selection criteria with the sub-chapter who then contacted the district chapter if needed. However, the lack of a structured (documented) complaints response mechanism makes it difficult to follow-up on any

¹¹ Document reviewed and interview with NRCS Head of Finance.

¹² The external audit covered IFRC contribution during 2014. A rapid review of identified deviations indicated only three instances where one of the Floods operational districts was involved. Two from Banke and one relating to a missing boarding card for the Surkhet Sr Officer on a flight Ktm_Nepalgunj. *Audit of cash contributions from the Federation secretariat to NRC, CSC & Co, 11 Aug 2015*

issues brought forward. International experience also indicates that the lack of anonymity makes some complaints impossible for beneficiaries to communicate (For example in a *hypothetical* case where a staff member or volunteer is corrupt or discriminates in relief distributions, reporting the same may be a security risk for the person reporting).

3.3 Connectedness and sustainability

The close coordination within the DDRC ensured that activities undertaken were in line with government priorities. NRCS structures (staff, volunteers, sub-chapters, communications etc.) were utilised for other agencies/organisations distributions (for example International Nepal Fellowship (INF), UNICEF¹³ and WFP¹⁴). In the UN case this was based on National partnerships, in the INF case on local arrangements.

NRCS/IFRC visibility was reported as low. While other organisations consistently displayed their logos and information material in connection with distributions and other activities, NRCS shared information through direct verbal interaction but was less skilled in strengthening visibility based on the work they were doing. Volunteers generally did not wear vests, badges, caps or similar identifying them as working for the Red Cross and in consequence some stakeholders were unaware of the NRCS' role in the distribution of UNICEF or WFP materials.



The progressive shelter programme set basic criteria for construction (e.g. minimum two rooms, concrete floor covering specified foundation, latrine) but beneficiaries were responsible for construction and free to adapt design to their own needs and capacity to provide additional resources. The end results hence varied widely. The upper left picture shows the only house observed that had been constructed entirely within the NRS 60,000 subsidy.

¹³ United Nations Children's Fund.

¹⁴ World Food Programme.

The Cash Transfer Programming (CTP) initiative was supported by IFRC and contributed to NRCS institutional capacity enhancement. The district chapter was found to have an understanding of the CTP mechanism, but need better software to support the programme.

Regarding enhancement of the institutional capacity of the district chapter in terms of mobilizing communities at risk to cope with future disasters, the key messages were provided but not repeatedly. The shelters constructed with CTP support were not earthquake resistant and in some cases not flood resistant either. However, people had built shelters on higher ground instead of on the bank of the river, where they were before the flood, and people interviewed did remember key messages for increased resilience in terms of shelters and hygiene. In general hygiene messages were not practiced but the VDC was regarded, and appeared to be, open defecation free.

The programme did not include advocacy on behalf of landless people. People living in tents were still vulnerable as they did not have their own land and they had received information that the government may ask them to leave the area.

As examples of sustainability of activities' outcomes, it may be noted that

- NFRIs were still being used
- Transitional shelter (based on tarpaulins and shelter tool kits) were still functional although deteriorated and not of a quality to last another monsoon season
- shelter tool kit items were used by individuals to support livelihoods (stone crushing, kitchen gardening, carpentry)

At National level 2,500 of the 4,000 NFRIs taken from NRCS preparedness stocks that were distributed had been replenished.

Red Cross Movement coordination is reported to have been uncomplicated with all components contributing. Communication gaps were reported including some with operational consequences (NRCS not aware of budget balance with IFRC for shelter programming leading to non-utilisation of those resources). Staff turnover and a system wide focus on the new challenges related to post earthquake programming limited the feasibility of gathering detailed data concerning intra Movement coordination issues during the evaluation period.

Human resources issues are key to organisational sustainability. One of the key challenges to the NRCS, reported by key informants at local, national and international level, is the recruitment, training, retention, rapid activation and field management of volunteers and staff. The national society invests in training thousands of volunteers in various needed skills. In times of disaster there is therefore a pool of people trained in various aspects of Red Cross work. There is also a large group of new people offering their services, while many of the trained volunteers have migrated, are themselves affected or have been recruited by other agencies. The volunteer and staff workforce that the Surkhet district chapter had operationally available was therefore a mix of highly experienced professional and volunteer individuals and complete beginners offering their service for the first time.

3.4 Outcomes

The Terms of Reference asks the evaluation team to comment on impact, a word this report seeks to use minimally as there is an OECD-DAC definition of impact that goes beyond the scope of this evaluation. Below we therefore comment on outcomes observed rather than impact.¹⁵

Results in terms of output are presented above in the section on effectiveness. In terms of *beneficiary outcomes* the welfare implications of the outputs described in that section were clear: affected people were supported with basic food, non-food and shelter items.

During interviews, we encountered examples of *indirect outcomes* that have not been possible to explore in depth or properly triangulate:

- Some recipients of shelter tool kits continued using the tools after completion of the shelters, in some cases significantly contributing to household livelihoods
- Activities by other stakeholders (line ministries, NGOs) became cheaper, more effective or possible to implement because they had access to beneficiaries through NRCS networks
- NRCS was asked to observe distributions in politically sensitive cases, indicating a belief that their presence contributed to lessening local tensions and conflict risk

In terms of *organisational outcomes* the Surkhet district chapter clearly improved its reputation (and capacity) for coordinating and implementing large scale distribution activities in diverse locations throughout the district.



Some beneficiaries used the shelter tool kits for livelihoods purposes once their shelters were completed. Transitional shelters were still functional but unlikely to last another monsoon season. The camps were overcrowded and sanitary conditions substandard and declining as number of latrines per population was declining with the filling up of existing ones.

¹⁵ The OECD-DAC standardises terminology in the evaluation of both development and humanitarian operations. For further comments on terminology see for example Evaluating humanitarian action using the OECD-DAC criteria, An ALNAP guide for humanitarian agencies, ODI 2005.

The chapter's volunteers and staff gained additional experience through on-the-job training. For volunteers the capacity development was especially apparent in terms of delegation and coordination skills, internal and external. For staff, capacity

development was especially apparent in terms of understanding of field application of policies, documentation and reporting as well as the practical implementation of conditional cash transfer programming in shelter. The evaluation team notes however that the capacity developed risks being lost as the implementing staff member was on a short term contract and has left the NRCS.

3.5 Crosscutting issues

Gender

Published appeals and operation update documents provided for the desk review did not pay much attention on sharing gender disaggregated data in terms of people reached through the IFRC supported interventions. Such data were available in hardcopy assessment formats at the district chapter level but, to our knowledge, not analysed from a gender perspective. However, reports do include data on the number of pregnant and lactating women reached by NRCS with the support of WFP interventions in the four districts (Banke, Bardiya, Dang and Surkhet) as well as for the dignity kits supported by UNFPA¹⁶.

Initially the intervention was designed to train volunteers to conduct awareness sessions on gender issues such as gender-based violence (GBV) but later this activity was taken out of the appeal due to budget constraints and limited capacity of NRCS in Gender as reported by one of the key informants. In addition, the government assigned the role to Women and Children office (WCO) with the support of other partners like UNICEF, UNFPA, Care Nepal and GIZ¹⁷ to address some of the needs of women and children. A notice board was also observed in a camp (Hariharpur) depicting messages against GBV.

Communications

NRCS humanitarian values and communications department is the focal department for internal communications, beneficiary communications and media relations. Information on early recovery is regularly being updated on the NRCS Facebook page and aired through the NRCS radio programme. The department, together with the communications focal persons in the affected districts chapters, has collected news stories and photographs. The department also works with printed and electronic media to obtain news coverage on the situation and the NRCS response activities. In the area of beneficiary communications, a British Red Cross delegate has been supporting NRCS in the implementation of a wide range of tools, including print, SMS and radio. The evaluation team is not aware of any assessment of the outcomes of these activities and making such an assessment went beyond the scope of this assignment.

According to a key informant interview Information Education and Communication (IEC) material was designed for WASH and shelter projects for distribution together with a number of radio shows aired at National and local levels sharing information related to the early recovery programme and key messages about health and hygiene promotion.

Protection

NRCS assessment and selection processes are designed to consider vulnerabilities thereby addressing basic protection concerns. Beyond a good understanding of Red Cross principles and values and

¹⁶ United Nations Population Fund.

¹⁷ Gesellschaft für Internationale Zusammenarbeit.

pragmatic operational attempts to consider the needs of the vulnerable, the evaluation team did not find evidence of any systematic monitoring or follow-up of protection issues.

4 Conclusions

4.1 Relevance, appropriateness and coverage

Rapid assessments provided early information for operational coordination. However, in a development new to the NRCS, assessment data was not fully accepted by the government, citing queries regarding the technical quality. Joint assessments were then conducted and formed the basis for distributions. The evaluation concludes that contextual changes (higher demands regarding technical design, less acceptance of lack of consistent quality in assessments, improved skill levels among other stakeholders and more aggressive political follow-up) are raising standards and NRCS needs to address the consistency of quality in assessments.

Beneficiary selection was done interactively with the communities based on criteria that were understood and accepted and which considered vulnerability and protection aspects. Support reached affected people even in distant locations although such areas took longer to reach. No geographical, ethnic, caste-based or political bias was observed or brought to the team's attention.

Support was not adapted to differences in needs based on disabilities or age but there was some adaptation to gender based differences.

All support given (food, non-food, shelter related and advisory) was relevant and appropriate.

Relief support was, given the context, timely.

Recovery support given was less timely, in part due to external circumstances and in part due to lengthy internal decision making processes and inexperience with chosen intervention methodologies (conditional cash transfers for progressive shelter).

NRCS contribution to overall coverage was significantly expanded through its partnerships with UNICEF and WFP as well as its role in coordination of others in the DDRC context.

The evaluation concludes that affected people were better off, in some cases significantly better off, than they would have been without the NRCS interventions.

4.2 Effectiveness, efficiency and accountability

Funding sought and ambition levels for activities were adjusted repeatedly over time as needs emerged and availability of resources was clarified. The largest changes were made in the WASH component, much of which was implemented in districts not visited by the evaluation team.

Activities in Surkhet were implemented by the district chapter. Following some initial confusion the district chapter efficiently managed the implementation of large scale distribution activities, including a lead role in local coordination within the context of the DDRC.

Integration between sectors was achieved through standard kit composition, by combining distributions with advisory messaging and by coordination through the DDRC. Nevertheless, the evaluation team concludes that there is scope for more cross-sectoral synergy, especially through systematic reflection on how data collected can be shared (for example by informing the protection cluster about the location and condition of vulnerable children, by ensuring legal occupancy for landless in need of shelter or by advocating more creatively on behalf of camp populations).

The implementation was volunteer based, supported by professional and experienced staff. The activities undertaken were designed with a participatory approach to assessment, beneficiary selection and implementation.

Documentation of distribution activities was good (at output level) but the absence of software linked to either local government or NRCS nationally meant that data was only available at the district chapter office. This lessened the quality of DDRC coordination and made NRCS learning at regional and national level less likely.

Apart from some field visits by HQ programme staff, monitoring and follow-up of outcomes was not undertaken, or was not documented.

Policies and guidelines were in place but application was not consistent to the extent that the NRCS brand may have been placed at risk (due to variations in quality and deviations from SOPs without formal decision to do so).

Financial procedures were in line with NRCS systems, which in turn fulfilled international standards. An external audit had been undertaken for IFRC support 2014, it raised some systemic issues but nothing of material importance for the Floods and Landslides operation.

While beneficiaries felt free to complain verbally, there was no formal complaints response mechanism and no documentation of complaints received. Systematic management follow-up and organisational learning based on beneficiary feedback was therefore not possible.

4.3 Connectedness and sustainability

Operations were well connected through close coordination within the DDRC structure.

Activities undertaken were well contextualised and in line with local and government policies.

Tarpaulins distributed were, when combined with the shelter toolkits distributed and other material or cash support, acceptable as transitional shelter. They were at the time of the evaluation reaching the end of their functionality and were unlikely to last another monsoon season.

NFRI kits distributed were appropriate and their contents still in use, indicating sufficient quality.

Organisational sustainability was enhanced by successful operations but remains challenged by high turnover of volunteers and challenges in matching training investments with evolving operational needs.

4.4 Outcomes

The section on effectiveness summarises programme outputs. The section on outcomes describes some outcomes for which there is only anecdotal evidence. The evaluation team does not have data to comment on impact.

In terms of *organisational outcomes* the team concludes that the Surkhet district chapter has enhanced its image and developed its capacity. The effect on image would have been greater with more investment in visibility.

Implementing the conditional cash based Progressive Shelter Programme has built NRCS capacity for such programming. This has primarily taken place at district chapter level however and the staff member who implemented the programme is no longer employed by NRCS. We conclude that the programme was a success but that opportunities for organisational learning risk being lost. The evaluation team sees potential for this programme to be massively up-scaled for the post-earthquake recovery work. However, programming needs to be revisited and adapted to the post-earthquake institutional and legal environment as well as to lessons learned in Surkhet.

4.5 Crosscutting issues

Social inclusion concerns were well addressed in the design of assessment and selection activities but did not result in a differentiation of support based on different needs. Related data on for example gender, disabilities, other vulnerabilities was not analysed and used in programming design.

Beneficiary communication was good but informal, thereby limiting learning and programme adaptation to emerging needs.

Protection aspects were considered in assessment and selection activities but the absence of systematic monitoring and follow-up of outcomes causes concern from a protection point of view.

5 Recommendations

5.1 Recommendations for NRCS

5.1.1 NRCS is recommended to strengthen its capacity to rapidly reinforce quality management in operational district chapters

Both the technical level and the consistency of quality management need to be improved in order to protect the Society's leading position as an auxiliary to the Government in disaster response. Rapid post-disaster support for operational district chapters aiming to strengthen quality management *at field level* is needed. Special attention should be given to assessments, early establishment of systems for monitoring, documentation and follow-up of outcomes. Consideration of the best solutions for computerised support should be included in this process.

5.1.2 NRCS is recommended to maintain and develop its National level partnerships with e.g. WFP and UNICEF

The partnerships that were established with e.g. WFP and UNICEF effectively supported the affected populations by allowing partner resources to be more efficiently distributed. It also allowed the NRCS volunteer network to be more fully utilised.

5.1.3 NRCS is recommended to pay more attention to organisational visibility

NRCS volunteers often go about their work without anything identifying them as connected with NRCS. In consequence stakeholders, ranging from beneficiaries to government to mass-media to funding agencies, may be unaware of the NRCS contribution. This may have long term implications for the Society's ability to fund its activities.

5.1.4 NRCS is recommended to study how "flexible standard" kits could be designed

The standard kits distributed are well composed, contextualised and logistically easy to handle. Household needs vary however and some adaptation should be logistically feasible. For example two blankets are included irrespective of whether the household has three or nine members – could large households receive an extra? NRCS should study how such adaptation could become possible. The study should include addressing how to adapt support to need differences based on disabilities, gender etc.

5.1.5 NRCS is recommended to support district chapters with a checklist on data sharing

NRCS HQ supports the operational district chapters with technical advice on assessments and reporting. Some of the data collected is relevant for other stakeholders. A checklist advising on which data can and should be shared with which stakeholder should be developed and included in response SOPs. Data sharing directly impacting welfare should be given priority for example ensuring that orphans/vulnerable children are registered with the Women Development Office so that they can fulfil their protection role.

5.1.6 NRCS is recommended to develop a contextually appropriate Complaints Response Mechanism (CRM)

Accountability to beneficiaries requires channels for them to report when something goes wrong. Undocumented, verbal, CRMs do not allow for management follow-up or organisational learning. NRCS should seek IFRC assistance to identify CRMs in use in the region and explore how these can be adapted to the Nepal context.¹⁸

5.1.7 NRCS is recommended to establish a human resource development strategy

NRCS has over the years invested heavily in training, in part to address volunteer (and staff) turnover. The Society should systematically assess how such efforts contribute to response capacity and explore the consequences of alternative strategies such as a) training fewer people to a higher level while investing more in retention or b) developing standard “rapid training packages” to be included in standard response activities (perhaps allowing a lower investment in “volume preparedness training”) or c) revising selection criteria for trainings to support proactive investment in individuals with little preference for migration (e.g. training middle-aged housewives instead of male students).

5.1.8 NRCS is recommended to expand the use of Cash Based Progressive Shelter Programming after relevant study and adaptation

The cash based progressive shelter programme was successful in many ways; low cost; high beneficiary involvement and adaptation, clear results, improved welfare. NRCS should document and analyse the experiences gained and use these as a basis for adapting the programme’s SOPs for large scale application in the earthquake recovery programming.

5.2 Recommendations for IFRC

5.2.1 IFRC should assist NRCS in finding human and financial resources to improve quality management

IFRC should seek to match NRCS quality management development needs to available (preferably regional) human resources. IFRC should advocate in favour of long-term funding for such development with available funding sources, including through the normal channels such as the Annual Country Operational Plan.

5.2.2 IFRC should support NRCS to develop “flexible standard” kits, a CRM and an HR strategy

¹⁸ In comments to the draft of this report it is noted that CRM is an area that IFRC is supporting for the Nepal EQ operation in 2015.

IFRC should use its network to identify and share good practice in terms of the logistics of adapting standard distribution packages to differences in needs based on disabilities, age, household size etc.¹⁹ Similarly good practice on CRM and HR strategies should be shared.

5.3 Recommendations for Partner National Societies (PNS)

5.3.1 PNS should actively prioritise support for NRCS in addressing the recommendations above

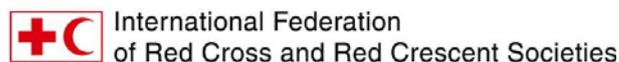
Recommendations made to NRCS entail long term commitments and involve significant investments of time and money. PNS active in Nepal should budget to support NRCS programming to address these recommendations.

5.3.2 PNS should continue to use IFRC structures when feasible

The existence of agreed processes, policies etc. lowered administration costs and demands on NRCS management capacity. Whenever feasible PNS should continue to use existing IFRC structures to channel funds.

¹⁹ In comments to the draft it is noted that the kit composition is being revised in connection with a revision of the NRCS contingency plan in 2016. The discussion on how to practically implement a “flexible standard” could usefully be coordinated with that process.

Annex 1 Terms of Reference



TERMS OF REFERENCE

1. SUMMARY

Purpose: To review the impact of emergency relief and recovery interventions undertaken by the Nepal Red Cross Society (NRCS) as part of the Flood Appeal Operation supported by the International Federation of Red Cross and Red Crescent Societies (IFRC), and to analyze key areas for improvement. The evaluation will specifically look at the design, implementation and sustainability elements of the programmes, with more focus on emergency relief, shelter, WASH, progressive shelter as a part of recovery. It is expected that key lessons and recommendations from this evaluation will guide the NRCS in ongoing as well as future operations and contribute to broader Red Cross Red Crescent learning, particularly to better address needs in emergency, relief and recovery, taking into account long-term impact and sustainability.

Audience: Nepal Red Cross Society, IFRC, Partner National Societies (PNS), and donors

Commissioners: Nepal Red Cross Society and IFRC Nepal Country Office

Reporting to: Head of Delegation -IFRC Nepal Country Office

Duration: 20 days in total

Timeframe: 7 December 2015 – 6 January 2016

Location: Kathmandu, Nepal; with field work in a representative number of flood/landslide affected districts and its VDCs and municipalities based on agreement with NRCS and IFRC.

2. BACKGROUND

Nepal is one of disaster prone countries in the world exposed to various hazards. Floods, landslides, fires and epidemics are most recurrent hazards whereas lightning; glacier lake outburst floods (GOLFs), avalanches and windstorms are other disasters that have great effects in the country. Besides, earthquake is one of the alarming as well as devastating disasters that has caused huge loss in the past. Due to steep terrain, a rugged and fragile demographic condition, high peaks and slopes, volatile tectonic processes, variable climatic condition, increasing population, poor economic condition, unplanned settlement, very rural topography, low literacy rate and lack of awareness are major contributing factors to increase vulnerability of the country. Disasters – earthquakes, floods, landslides, epidemics – often happen time to time causing enormous physical damages and loss of human lives.

Nepal is ranked in 30th position in relation to the water induced disasters and also it is ranked in 11th position in terms of risk from earthquake²⁰. A study conducted by the World Bank classified Nepal as one of the global “hot-spots” for natural disaster²¹. According to past records, around 15,500 events of large, medium and small size disasters have taken place in Nepal during 1971 to 2007 that have directly affected 5 million people, taking over 27,000 lives and destroying close to 350,000 homes²². It is estimated that approximately 10,000 households are being affected annually from various disasters. Almost 80% of those populations are exposed to the risk of floods and landslides which have caused 29% of total annual deaths, 43% of total loss of property, and leave 2,000 homeless every year. Earthquakes and floods are the major hazards in terms mortality, effect on population and economic losses. More people are killed by disasters in Nepal than any other country in south Asia-an average loss of two lives each day²³.

The NRCS has 75 District Chapters and more than 1400 sub-chapters throughout the country, and as a key humanitarian player in the country, has responded to numerous disasters such as Koshi Flood in 2008, Taplejung Earthquake Response in 2011, Flood 2014 and Gorkha earthquake 2015. Many of these are small-scale in nature, whose needs the National Society was able to meet using resources mobilized locally and capacity available in-country, However there have been a number of medium-to-large-scale disasters where, at the request of NRCS, the International Federation of Red Cross and Red Crescent Societies (IFRC) allocated financial resources from the Disaster Relief Emergency Fund (DREF) or launched Emergency Appeals to mobilize international resources to support NRCS response activities. Key activities include non-food relief distributions, water and sanitation, hygiene and health promotion, shelter, livelihoods and National Society disaster preparedness and capacity building.

Torrential rains caused heavy floods and landslides in 23 districts throughout Nepal in August 2014. A total of 202 people were reported dead, and 36,949 families (184,745 people) were affected, 10,193 families (50,965 people) displaced as their houses were destroyed and 26,756 houses partially destroyed.²⁴ Out of 23 districts, Banke, Bardiya, Dang and Surkhet were the worst affected districts. The IFRC launched the Emergency Appeal on 27 August to support NRCS in the operation. The Emergency Appeal and Emergency Plan of Action (EPoA) were revised in November 2014 based on the detailed assessment and the actual needs of the affected people.

The revised emergency appeal targeted to provide immediate assistance to meet the humanitarian and recovery needs of a total of 8,000 families (40,000 people) displaced by floods and landslides in 23 districts through the provision of emergency shelter assistance, water, sanitation and hygiene promotion (WatSan/HP), non-food relief items (NFRIs), and early recovery assistance.

To meet the needs of affected populations, through the operation, NRCS and IFRC would:

- Distribute hand washing soap, ORS and hygiene kits to 10,000 families

²⁰ UNDP/CBPR, 2004

²¹ Poverty at a glance, World Bank, 2005

²² DMIS using Des-Inventor, compiled and operated by NSET with initial support from UNDP Nepal

²³ Koirala et al, 2002, cited in Kathmandu valley, Nepal Disaster Risk Management Profile, 2005

²⁴ Data from the NRCS district chapter and Government of Nepal

- Assist 8,000 families with non-food relief items (NFRIs) sets
- Provided 1,308 families with emergency shelter assistance, specifically shelter kits
- Provide conditional cash transfers to 400 families in three affected districts for them to construct progressive shelters with latrines
- Construct 80 elevated water pumps in the districts where progressive shelter assistance was provided
- Renovate nine water schemes in three affected districts
- Provide RFL services in three affected districts, based on assessments

To facilitate delivery of assistance, NRCS would need to:

- Conduct rapid assessment in 23 affected districts
- Conduct detailed assessment in selected districts/communities/VDCs
- Train and mobilize Epidemic Control for Volunteer (ECV) trained volunteers for disease prevention, health promotion and social mobilization
- Train new staff/volunteers on ECV (1 event) and PSS (2 events) for conducting assessment, coordination and community based PSS activities
- Orient and mobilize of 75 volunteers for distribution and social mobilization

Additionally, as part of the National Society institutional disaster response capacity development, NRCS was supported to translate the RMS User manual into Nepali language, printing and dissemination of the manual.

To support NRCS in being better positioned to respond to future potential disasters, 2,500 NFRI sets were procured and are now prepositioned at NRCS central and regional warehouses. The NFRI stocks were released and distributed during the earthquake operation in April/May 2015.

Relief interventions were carried out immediately in 23 flood/landslide affected districts together with search and rescue. The initial target was 10,000 families which were later revised to 8,000 families. In line with recommendations of rapid assessments, ready to eat food, tarpaulins, NFRI sets, WASH items, food were distributed through coordination with local authorities and humanitarian agencies. Recovery interventions which followed focused on the most affected districts of Banke, Bardiya, Dang and Surkhet. Recovery interventions entailed distribution of shelter kits, provision of conditional cash for construction of progressive shelters and rehabilitation of water sources.

The operation was initially planned to be closed in May 2015 but a two-month extension was sought and granted due to delay in completing provision of core progressive shelter assistance in Surkhet district. Implementation was, subsequently completed in September 2015.

The large-scale earthquakes in April/May 2015 have also impacted on NRCS capacity to continue responding to this ongoing floods operation. NRCS Disaster Management staff having the responsibility for the floods recovery operation were also heavily engaged in the earthquakes emergency operation. The staff capacity and the National Society's resources were overstretched during the initial four months since the onset of the earthquake.

In addition to new emergency operation, the initial planning for recovery construction was affected by the monsoon season in June and July.

Political protest in the mid-west started at the end of July in connection to constitution promulgation also disturbed the project. Surkhet district was in the centre of demonstration and where curfew was set for several days in early August. For safety and security wellbeing of NRCS staff and volunteers, the project implementation, monitoring and data collection in the field were put on hold.

At completion of the operation, 7,506 households had received essential non-food items and more than 10,000 households had received WASH items, accompanied with basic hygiene promotion. In addition, NRCS distributed 392 metric tonnes of food to 14,453 families in Banke, Bardiya, Dang and Surkhet districts with the support of WFP. With regard to recovery programmes, 1,178 households received shelter kits for meeting temporary/transitional shelter needs while 140 households Surkhet districts received conditional cash transfers which they utilized for construction of progressive shelters, with latrines, under technical guidance of NRCS staff and volunteers. Furthermore, nine water schemes were renovated in Dang, Salyan and Jajarkot.

Detailed information on the operation activities and outcomes is available by searching with the appeal code *MDRNP007* in the [IFRC publication](#). A package of reference documents, including the appeal documents and operations updates will also be provided to the evaluation team.

3. PURPOSE AND SCOPE

3.1 Purpose

This evaluation will determine to what degree the humanitarian objectives of the relief and recovery interventions have been achieved and how the methodologies utilized have facilitated and contributed to the results attained. Particular focus will be given to shelter, and water and sanitation interventions, providing recommendations on how this capacity can be further strengthened at both NRCS Headquarters and District Chapter levels.

The desired result of the evaluation is to provide best practices, lessons learned, and recommendations that may inform NRCS, IFRC and other Movement partners in establishing better guidelines, priorities, plans and implementing ongoing or future operations.

3.2 Scope

This evaluation will be mainly concentrated in Surkhet District. Emergency relief as well as longer term support to the affected families for progressive shelter construction were carried out in Surkhet district. Cash Transfer system was piloted for the purpose of shelter support. A representative number of VDCs/municipalities in the district will be identified in agreement with NRCS and IFRC.

4. OBJECTIVES AND CRITERIA

4.1 Objectives

The evaluation aims to:

- (i) Assess the extent to which interventions under the operation have achieved their objectives
- (ii) Determine the impact on beneficiary living conditions, including access to water and sanitation.
- (iii) Assess the capacity of the NRCS (particularly the district chapter levels) to deliver relief and recovery assistance effectively and make recommendations on how this capacity can be further strengthened.

The evaluation should highlight good practice, lessons learnt and areas of improvement to inform future response operations, together with recommendations on how to proceed.

4.2 Criteria

The following criteria will be used to guide the evaluation recommendations:

a. Relevance and appropriateness

1. How effective were the interventions in identifying the most vulnerable among the affected population and responding appropriately to their particular circumstances?
 - o Was the beneficiary selection process fair, appropriate and effective?
 - o What strategies were used to ensure quality, timely and relevant delivery to target beneficiaries including mechanisms to capture beneficiary complaints/feedback?
2. Was the assistance provided appropriate and sufficient to meet intended needs?
3. To what extent were the beneficiaries involved in the assessment, planning, design, implementation, and monitoring of the interventions?

4. Were intervention strategies and priorities in line with local customs and practices of the affected population, the priorities of the Government authorities and other key humanitarian actors?
5. Were the interventions in line with NRCS and IFRC strategies, standard operating procedures (SOPs) and guidelines?
6. What problems and constraints were faced during implementation and how did the interventions manage these?
7. What important lessons have been identified that can improve future interventions in the Nepal and be shared more widely?

b. Coverage

8. Did the interventions reach all population groups in need, including those in remote areas who would otherwise have not received humanitarian assistance?
9. Were there exclusions or differential impact between groups based on their location?
10. How could the coverage and distribution methods be improved?

c. Efficiency/effectiveness/accountability

11. Did the interventions meet their immediate and intended results?
12. Were there adequate resources (financial, human, physical and informational) available and were they utilized effectively and efficiently?
13. Were systems, procedures and control mechanisms adequate to ensure smooth delivery of assistance and protect the National Society and IFRC from financial loss and reputational risk?
14. Were adequate tracking systems in place to ensure transparency and accountability?
15. Were complaints/feedback mechanisms put in place for community questions and concerns to be answered? What were the concerns raised by communities during the intervention?
16. How effective were processes for planning, monitoring and quality management, (e.g. use of assessment data, internal reviews and other quality assurance mechanisms)?
17. Was there adequate time and effort invested for the integration of interventions across the different operation sectors?
18. To what degree was integration achieved and how could this be further strengthened?
19. Would greater investment in preparedness measures have resulted in more efficient, effective and less costly interventions?
20. How were programme activities managed and coordinated, particularly between NRCS, IFRC, other Movement partners, clusters, and local authorities?
21. Was the capacity of the human resource system enough to fulfil the needs of the interventions and beneficiaries? Were personnel skills utilized in an efficient and effective manner?
22. Was there adequate and relevant staffing including: a) decisions concerning the number of staff members needed, where, when, with what competences, at what levels, and at required availability and b) decision-making chain regarding staffing?
23. Did the lesson learned workshop result in NRCS addressing the identified capacity and operational gaps for the recovery phase?

d. Impact

24. What evidence (both direct and indirect) is available that the interventions contributed to the reduction of suffering and that the affected populations were assisted in maintaining or resuming basic dignity and enhancing disaster preparedness?
25. What impact did the interventions have on how the communities coped with subsequent disasters?

e. Connectedness and Sustainability

26. Did the interventions result in enhanced institutional capacity of the NRCS district chapters, in terms of: a) ability to implement recovery programmes, b) ability to prepare for and respond to disasters in a timely, efficient, and coordinated manner; and c) ability to mobilize communities at risk to cope with future disasters?
27. Did the support of the IFRC strengthen and complement the response of local NRCS chapters and coping mechanisms, or hinder them?
28. Has the impact of programme activities, particularly in shelter and WatSan, been sustained following completion of the interventions?
29. Did the support provided to affected communities enable them to enhance their resilience to withstand possible future flooding/landslide and others hazards?

5. METHODOLOGY

The methodology will adhere to the [IFRC Framework for Evaluations](#), with particular attention to the processes upholding the standards of how evaluations should be planned, managed, conducted, and utilized.

Interviewees will include NRCS, IFRC, and PNS personnel (e.g. managers, field officers, direct implementers, volunteers and community mobilizers), beneficiaries (e.g. District Chapters officials, Sub-chapters executives/volunteers, 'most vulnerable' beneficiaries including children, pregnant and lactating women, the elderly, and families with high dependency ratios), and potentially, non-beneficiaries or people who did not receive assistance. These may be in the form of key informant interviews (KII), focus group discussions (FGDs) or other methods, at the discretion of the evaluation team. Interviews will also take place at the Kathmandu level to include perspectives from high-level management of NRCS, IFRC, and PNS. The evaluation is expected to be no longer than 20 days in duration, including preparation of the report and facilitation of a lessons learned workshop.

The detailed evaluation design is to be created by the external evaluation team; however, the following should be taken into account:

- Sampling method is to be decided by the evaluator, as long the final sample to be evaluated on includes all Movement partners involved in the floods operation interventions, municipalities, sectors of the intervention and the 'most vulnerable' beneficiaries.
- Data collection methods and pace are to be decided by the evaluator, in consultation with the NRCS and IFRC country office focal person(s), but should take into account the reality of difficult-to-reach districts. One-on-one interviews, discussion groups and key informant interviews are encouraged.

- The evaluation team should visit a representative number of VDCs/Municipalities in the mid-west region assisted in the floods response. The total evaluation work is estimated at 20 days including travel time.
- Appropriate training (estimated one day) should be organized for the chapter and facilitated by the evaluation team to provide volunteers with the knowledge and practice to conduct interviews/fill questionnaires in the evaluation process as required.

The evaluation team will be responsible to clearly outline the support needs in-county in their inception report. This will be agreed with NRCS and IFRC based on resources available.

6. OUTPUTS/DELIVERABLES

- Inception report and detailed work plan for the evaluation
- Draft report to be submitted one week after the conclusion of the evaluation
- Facilitation of a lessons learned workshop to present key preliminary evaluation findings to NRCS and IFRC in Kathmandu, including an opportunity for key stakeholders to clarify any immediate points
- Presentations to be made at workshops and other forums
- Final evaluation report of no more than 20 pages (excluding executive summary and annexes) which highlights key conclusions and recommendations²⁵

Suggested report outline

No.	Content	Description
01.	Executive Summary	Summarize the overall findings of the evaluation with key conclusions and not more than 10 key recommendations. Executive Summary must be specific to the Evaluation and clearly outline the specific context of the interventions
02.	1. Background	A general section that will outline the overall objectives, aims, intervention strategy, policy frameworks, targets, main stakeholders, financial frameworks, institutional arrangements
03	2. Methodology	Outlines the overall approach used, the tools applied and the key assumptions. It will focus on consideration for efficiency, effectiveness, relevance and sustainability, in function of the internal and external issues
04.	3. Comparative findings	Outlines the findings of the evaluation
05.	4. Conclusions	Outlines the main conclusions that have emerged from the findings

²⁵ Recommendations should be presented for the target audience, i.e. for NRCS, for IFRC Country Office, IFRC AP Regional Office, IFRC Geneva, for the wider community of practice

06.	5. Lessons learned and recommendations	General overall recommendations, including on cross-cutting issues that affect not only the specific intervention
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7. SCHEDULE

The evaluation is expected to no more than 20 days, including submission of the final evaluation report. It is proposed to start on 7 December 2015 with the following schedule:

Activity	Location	Days	New Date
Desk review	Home	2	7-8 December 2015
Submission of Inception report and a detailed work plan Travel to Nepal Briefings with IFRC and NRCS	Kathmandu	3	9-11 December
Travel to Surkhet and Bardiya – meeting with District Chapter	Surkhet	2	13-14 December
Travel to locations; field work in representative number of VDCs/ municipalities	Surkhet	3	15-17 December
Briefings with NRCS, IFRC and partners	Surkhet	1	18 December
Interview stakeholders	Kathmandu	1	19 December
Present key evaluation findings to stakeholders (the different departments of NRCS and IFRC/PNSs) -workshop	Kathmandu	1	20 December
Discuss and prepare preliminary findings Travel to Home	Kathmandu	2	21-22 December
Prepare and submit draft report	Home	2	23-24 December
Feedback coordinated from stakeholders			26 December 2015 – 3 January 2016
Prepared and submit final report	Home	3	4-6 January 2016
Total consultancy days		20	

8. EVALUATION QUALITY and ETHICAL STANDARDS

The team should take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of people and the communities of which they are members, and to ensure that the evaluation is technically accurate, reliable,

and legitimate, conducted in a transparent and impartial manner, and contributes to organizational learning and accountability.

The IFRC Evaluation Standards are:

- a. **Utility:** Evaluations must be useful and used.
- b. **Feasibility:** Evaluations must be realistic, diplomatic, and managed in a sensible, cost-effective manner.
- c. **Ethics and Legality:** Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.
- d. **Impartiality and Independence:** Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
- e. **Transparency:** Evaluation activities should reflect an attitude of openness and transparency.
- f. **Accuracy:** Evaluations should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
- g. **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
- h. **Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

It is also expected that the evaluation will respect the [seven Fundamental Principles of the Red Cross Red Crescent](#): Humanity, Impartiality, Neutrality, Independence, Voluntary Service, Unity and Universality.

9. EVALUATION TEAM AND QUALIFICATIONS

The external evaluator (Team Leader) must have experience or significant knowledge of the humanitarian response mechanisms, specifically relief and recovery interventions, and have previous experience in conducting external evaluations for medium-to-large scale programmes. The Team Leader will be supported by an evaluation team (3 to 4 persons) from IFRC and PNS who are not directly involved in the operation. The Team Leader will coordinate directly with the IFRC AP Regional Office and IFRC Nepal Country Office.

The following characteristics are highly desirable for the evaluation team:

- *(For Team Leader)* Demonstrable experience in leading evaluations of humanitarian programmes responding to major disasters.

- Knowledge of activities generally conducted by humanitarian organizations in the sectors of relief, shelter, water and sanitation, cash transfer system.
- Field experience in the evaluation of humanitarian or development programmes, with prior experience of evaluating Red Cross programmes desirable.
- Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports in a timely manner (examples of previous work may be requested)
- Previous experience in coordination, design, implementation, monitoring and evaluation of humanitarian programmes.
- Ability to work within tight deadlines and manage with available resources.
- Fluent in English.
- All individuals of the evaluation team should have relevant degrees or equivalent experience
- Immediate availability for the time period indicated.

10. APPLICATION PROCEDURES (INCLUDED AS SEPARATE SECTION)

Interested candidates/teams should submit their expression of interest to pmer.apzo@ifrc.org by 27 Nov 2015. In the subject line, please state the position you are applying for, your surname and first name. (SUBJECT: Flood Operation Final Evaluation - Last Name, First Name).

The application should include:

1. **Cover letter** clearly summarizing experience of the team as it pertains to this assignment, your daily rate, and contact details for three professional referees
2. **Curriculum Vitae** (CVs)
3. Applicants will be required to provide samples of previous written work similar to that described in this ToR, (previous evaluations and reviews completed).

Application materials are non-returnable and we thank you in advance for understanding that only short-listed candidates will be contacted.

11. APPENDICES

- Package of Reference Documents for [MDRNP007](#)
- Disaster Response Operations Manual and other available guidelines (to be provided in-country)

Annex 2 List of persons interviewed

M=Male, F=Female, I=Individual, G=Group

Name	Organisation and function	M/F	I/G	Place	Date
Nepal Red Cross HQ					
Sanjeev Thapa	Chairman	M	I	NRCS, NHQ	2015-12-20
Dev Ratna Dhakhwa	Secretary General	M	I	NRCS, NHQ	2015-12-20
Harimohan Shrestha	Nepal Red Cross Society Senior Officer (Warehouse)	M	I	NRCS,NHQ, Warehouse Section	2015-12-11
Dharma Datta Bidari Mr. Madhab Prasad Guni	Nepal Red Cross Society, Head of Finance Department Account Officer	M	I	NRCS,NHQ, Finance Department	2015-12-11
Amar Mani Poudel	Nepal Red Cross Society, Programme Manager (WASH section)	M	I	NRCS,NHQ, WASH section	2015-12-11
Dibya Raj Poudel	Head of the Department	M	I	NRCS, NHQ, Communication Department	2015-12-21
Kamal Baral	Country Representative, Swiss Red Cross	M	I	SRC, interview in Kathmandu, based in Nepalganj	2015-12-21
Ramesh Ghimirey	Nepal Red Cross Society, Programme focal	M	I	NRCS, DM department	Several
Feedback session	Staff from DM department, PMER dept and IFRC	9 M 1 F	G	NRCS, DM department	2015-12-22
Nepal Red Cross, Surkhet					
Ram Lal Acharya	President, Surkhet district chapter	M	I	Surkhet	2015-12-15
Pradipta Paudel	Secretary Surkhet district chapter	M	I	Surkhet	2015-12-15
Dev Bahadur Dhakal	Vice President, Surkhet district chapter	M	I	Surkhet	2015-12-15
Govind Prasad Acharya	Senior Officer Surkhet district chapter	M	I	Surkhet	2015-12-15
Janak Bhandari	Field Supervisor Progressive Shelter Programme	M	I	NRCS district chapter, Surkhet	2015-12-17
Amar Bahadur Karki Chetan Subedi	President Secretary	M M	G	NRCS, Surkhet, Uttarganga SC	2015-12-16
Feedback session	DC Executive committee, DC staff	15 M 2 F	G	DC Office, Surkhet	2015-12-17
Other interviewees, Surkhet					
Jamuna Paudel, Rama Bhandari Devei Subedi	Chief Women Development Officer Child Right Officer Evaluator of Women Development	F F F	G	Local Government, Surkhet	2015-12-16
Basanta Shrestha Udaya BC	Health Education Officer Disaster Focal Person	M M	G	Local Government, Surkhet	2015-12-16
Hit Prasad Paudel	Administrative Officer	M	I	Local Government, Surkhet	2015-

	(representing CDO, DDRC convenor)				12-16
Ragendra Bahadur Sumar Reema Shrestha Tara Bahadur Karki	Clinical Cluster Manager District in Charge Community Health dev Section Head	M F M	G	International Nepal Fellowship (INF), Surkhet	2015- 12-17
Tank Prakash Lamichhane	Social Development Officer	M	I	Local Government, Surkhet	2015- 12-16
Dilaram Chapaii Tikaram Acharya	VDC Office (VDC Secretary)	M M	I	Satakhani	2015- 12-15
Beneficiaries, Surkhet					
Focus Group Discussion in Hariharpur	Beneficiaries	6 F	G	Hariharpur	2015- 12-16
Focus Group Discussion in Hariharpur Ward 5 & 6	Beneficiaries	10 M	G	Hariharpur	2015- 12-16
Focus Group Discussion in Bheriganga-8	Beneficiaries	1M 5F	G	Bheriganga VDC	2015- 12-17
Focus Group Discussion in Chhinchu VDC	Beneficiaries	4 M, 2 F	G	Chhinchu VDC, Surkhet	2015- 12-17
Focus Group Discussion in Satakhani-2	Beneficiaries	2M, 8 F	G	Satakhani VDC-2, Chhinchu	2015- 12-15
Focus Group Discussion in Satakhani-7	Beneficiaries	4 F, 1 M	G	Satakhani VDC-7, Chhinchu	2015- 12-15
Individual interviews with beneficiaries	Beneficiaries	15M, 20F	I	Surkhet district, VDC-ward: Bheriganga-8, Bheriganga-9, Chhinchu- 8, Chhinchu-9, Hariharpur-4, Hariharpur-5, Hariharpur-6, Kalyan 8, Satakhani- 8	

Annex 3 Document list

Main author	Date of Issue	Title	Publisher
ODI	2005	Evaluating humanitarian action using the OECD-DAC criteria, An ALNAP guide for humanitarian agencies	
IFRC	08-okt-14	MDRNP007 OU1.pdf	Published on IFRC web
IFRC	27-feb-15	MDRNP007 OU2.pdf	Published on IFRC web
IFRC	02-jun-15	MDRNP007_OU3.pdf	Published on IFRC web
IFRC	20-nov-15	MDRNP007_Preliminary FR.pdf	Published on IFRC web
IFRC	27-aug-14	MDRNP007EPoA2_REA.pdf	Published on IFRC web
IFRC	21-aug-14	MDRNP007EPoA_DREF.pdf	Published on IFRC web
IFRC	27-aug-14	MDRNP007EPoA_EA.pdf	Published on IFRC web
IFRC	24-aug-14	MDRNP007EPoA_REA .pdf	Published on IFRC web
IFRC	24-aug-14	MDRNP007REA.pdf	Published on IFRC web
IFRC	30-apr-15	M1409085_SRC .pdf	Pledge-based report
IFRC		M1409109 Finnish RC Narr_ 29 July 2015 - Copy.pdf	Pledge-based report
IFRC		M1412044 BRC RC Narr_ 18 Oct 2015 - Copy.pdf	Pledge-based report
NRCS	02-aug-14	Flood Landslide Situation Update 2nd August 2014 (Sunko	Sitreps and other documents
NRCS	15-jul-15	Flood Landslide Situation Update_ 15 July 2014.xls	Sitreps and other documents
NRCS	04-aug-14	Flood & Landslide Situation Update 4th Aug.xls	Sitreps and other documents
NRCS	14-sep-14	Flood & Landslide-14 September, 2014.xls	Sitreps and other documents
NRCS	23-aug-14	Flood & Landslide-23 August 2014.xls	Sitreps and other documents
NRCS	11-dec-14	Lesson Learnt workshop report -11 Dec- Banepa_ HQS - Co	Sitreps and other documents
NRCS		Report- Joint monitoring - Copy.docx	Sitreps and other documents
NRCS		Report-Cash Transfer Review- Progrssive Shelter-28-30 No	Sitreps and other documents
Core Humanitarian Standard	2015	CHS_Guidance- Notes_and_Indicators_FOR_CONSULTATION	HAP International, People In Aid, The Sphere Project, Groupe URD
	2014	Core Humanitarian Standard - English.pdf	Groupe URD, HAP International People In Aid and the Sphere Project
		Evaluation done 2006-2015.xlsx	Standards and Guidance Documents
IFRC Secretariat, Planning and Evaluation Department	feb-11	IFRC-Framework-for-Evaluation.pdf	Standards and Guidance Documents
NRCS	2008	Disaster management policy-2008.pdf	
Danish Red Cross		Disaster Response Operational Manual.pdf	

	2010-2015	DMSF Implementation Plan-2010_FINAL 29 October 2010.	
	2011	Flagship Document.pdf	
NRCS, IFRC		Nepal Flood_Final Eval ToR .pdf	
Jock Baker et. Al.	2015	Nepal RTE earthquake 2015.docx	
		Nepal RTE Feedback Matrix_NEP.doc	
NRCS	2010-2015	NRCS DMSF Final 06.09.2010.doc	

Annex 4 Beneficiary survey questions and data

Annex 4.1 Survey questionnaire

Beneficiary Survey Nepal Floods Evaluation	
Number	1.14 What was immediate effect of support received?
Date	Better health
Interviewer	Access to water
Location	Income
	More food
0.0 About the respondent	Save time
Sex	Place to live
Age with coding	
Age	1.15 Last winter, did you still have use from the support received - what and how?
Belongs to a group (ethnic etc.)	Comment
Pregnant or lactating	
Disable	1.16 This summer, did you still have use from the support received - what and how?
Single parent	Comment
Child headed household	
Minority	
Elderly	
Women headed	
	1.17 Today, do you still have use from the support received - what and how?
1.1 Were you affected by the floods/landslide 2014?	Comment
Yes	
No	1.18 Has the support made it easier for you to cope with other, later disasters?
	Yes
1.2. If Yes, how were you effected?	No
Shelter	To some extent
Livelihoods	If yes and to some extent then how?
Toilets	
Lost family members	2.1 Who according to you received support?
Access to safe drinking water	Living near HQ
Health	Rich
HH Assets	Poor
Others	Men
	Remote areas
1.3 Did you receive any support after the floods/landslide 2014?	Middle class
Yes	
No	Disable
	Women
1.4 If yes, from whom?	Pregnant and lactating women
NRCS	Children
Others (Coding)	Elder
Others	Name of area's ethnic/religious/caste groups:
1.5 What did you receive?	2.2 Do you know of anyone who would have needed support (from NRCS) but did not get it?
Soap, ORS, hygiene kits, piyus	No
NFRI sets	Yes, a few
Shelter kits	Yes quite many
Conditional cash transfer	Yes, most

<p>Water pumps (access to) Renovated water scheme RFL services HP sessions Food</p> <p>1.6 Why were you selected to receive this support?</p> <p>Fully damaged shelter Destroyed Toilets Destroyed Handpumps Marginalised group Displaced</p> <p>Other</p> <p>1.7 When did you receive the support from NRCS? Within a week Within fifteen days</p> <p>Within a month After a month Don't remember</p> <p>1.8 How did you cope with the situation before receiving the support? Comments</p> <p>1.9 Did you receive any shelter orientation session? If Yes, do you remember any key messages and what was that? No Yes If Yes, comment:</p> <p>1.10 Did you receive any health and hygiene promotion/orientation session? If Yes, do you remember any key messages and what was that? No Yes If Yes, comment:</p> <p>1.11 What was the most useful support received? Comment</p> <p>1.12 Is there something else that would have been more useful? Comment</p> <p>1.13 Was any of the support received not useful? Comment</p>	<p>2.3 Were those who did receive support the ones in most severe need? No A few of them Yes quite many Yes, most</p> <p>3.1 Did you (or someone in your household) have a say in what type of support was given? No consultation Was part in discussions Took part in decision-making</p> <p>3.2 Did you (or someone in your household) have a say in who received support No consultation Was part in discussions Took part in decision-making</p> <p>3.3 Did you have any concerns about the support provided? No Yes If yes what were those concerns?</p> <p>3.4 If there were problems with the support, who did you talk to? Household member Neighbor Ward level committee</p> <p>Name other alternatives NRCS staff or volunteer</p> <p>3.5 Did they listen? Yes Sometimes No</p> <p>3.6 If Yes, what was the result? Don't know Problem solved Nothing happened Other:</p> <p>4.1 Shelter observations</p> <p>4.2 Toilet Observations Functional Clean Deep pit</p>
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Annex 4.2 Answers to multiple-choice questions

Gender of the respondents		
Male	15	43%
Female	20	57%
Total	35	
Age of the respondents		
Below 15	0	
15-60	31	89%
Above 60	4	11%
Belongs to a group		
Pregnant or lactating	5	14%
Disable	2	6%
Single parent	0	0%
Child headed household	0	0%
Minority	5	14%
Elderly	3	9%
Women headed	3	9%
Total	18	51%
1.2. How were you effected?		
Shelter	34	97%
Livelihoods	34	97%
Toilets	28	80%
Lost family members	2	6%
Access to safe drinking water	12	34%
Health	9	26%
HH Assets	9	26%
1.4 From whom did you received support?		
NRCS	35	100%
Others	14	40%
1.5 What did you receive?		
Soap, ORS, hygiene kits, piyus	34	97%
NFRI sets	31	89%
Shelter kits	23	66%
Conditional cash transfer	21	60%
HP sessions	25	71%
Food	34	97%
1.6 Why were you selected to receive this support?		
Fully damaged shelter	32	91%
Destroyed Toilets	13	37%
Destroyed Handpumps	0	
Marginalised group	5	14%
Displaced	4	11%

1.7 When did you receive the support from NRCS?		
Within a week	20	57%
Within fifteen days	8	23%
Within a month	0	0%
After a month	7	20%
Total	35	
1.9 Did you receive any shelter orientation session?		
Yes	31	89%
No	3	9%
Don't know	1	3%
Total	35	
1.10 Did you receive any health and hygiene promotion/orientation session?		
Yes	27	77%
No	8	23%
Total	35	
1.14 What was immediate effect of support received?		
Better health	21	60%
access to water	2	6%
Income	2	6%
More food	23	66%
Save time	1	3%
Place to live	27	77%
1.18 Has the support made it easier for you to cope with other, later disasters?		
Yes	1	3%
No	14	40%
To some extent	20	57%
2.2 Do you know of anyone who would have needed support (from NRCS) but did not get it?		
No	31	89%
Yes, a few	4	11%
Yes quite many + Yes, most	0	0%
2.3 Were those who did receive support the ones in most severe need?		
No + Yes, a few	0	0%
Yes quite many	4	11%
Yes, most	31	89%
3.1 Did you (or someone in your household) have a say in what type of support was given?		
No consultation	33	94%
Was part in discussions	2	6%
Took part in decision-making	0	0%
3.2 Did you (or someone in your household) have a say in who received support		
No consultation	28	80%
Was part in discussions	7	20%
Took part in decision-making	0	0%
3.3 Did you have any concerns about the support provided?		
No	25	71%
Yes	10	29%

Annex 5 Map of Surkhet

