

Nepal Earthquake Response 2015-2019

External Evaluation

The evaluation reviews activities undertaken in response to the 2015 earthquake in Nepal in order to assess results, document lessons-learned, and improve accountability. Specific objectives of the evaluation are to better understand whether and to what degree the selected D&P projects: achieved their planned results and impacts; were sustainable and replicable; offered value-added to partners.

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EXECUTIVE SUMMARY

In order to better understand the results and impacts of its post-earthquake programming in Nepal, Development & Peace (D&P) commissioned an external evaluation to look at the activities of five partner organizations: All Nepal Peasants' Federation; Forum for Nation Building; ICCO Nepal; INHURED; and Social Service, Awareness Raising & Advocacy for Tranquility & Humanity (SAATH).

The evaluation applied methodologic guidance provided by the Active Learning Network for Accountability and Performance framework (ALNAP) integrating the five OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability into the ALNAP framework. A country mission from March 8-16, 2019 also looked at cross-cutting issues such as the environment, gender, participation, and accountability, as well as the value-added of D&P's partnership approach.

- **Findings**

Appropriateness (relevance): The appropriateness and relevance of D&P project activities was difficult to ascertain because the needs assessments carried out by individual partners used different methodologies and applied various degrees of rigor. In addition, there is a lack of disaggregated data available in Nepal and project design decisions were often based on anecdotal information interpreted through the lens of funder priorities. Despite these challenges each project did respond to an identifiable need based on the assessment data it had gathered.

Effectiveness: Project partners set clear objectives and used different techniques to monitor project activities including collaboration with local NGOs, daily supervision by senior staff, or by creating community-based monitoring committees. Some partners took advantage of the ubiquitous use of mobile phones in Nepal to enhance project effectiveness, for example by using Facebook over mobile networks to share information in real time.

Efficiency: Partners assigned representatives in the project locations to manage the flow of work and to identify emerging problems as they occurred. This reduced the need for travel from Kathmandu and increased management efficiency. Most partners worked in close collaboration with Ward officials to reduce overlap with other post-earthquake initiatives. Efficiency in terms of iterative learning, however, might have been enhanced by better sharing of results between partners.

Impact: Each partner expressed a vision of the enduring results of their work and reported that the knowledge and experience gained throughout the course of project activities would continue to inform community decision-making in coming years. The specific impacts most often expressed were: community resilience and confidence; improved relationships with local government; youth leadership and civic engagement; and enhanced partner capacity.

Connectedness (sustainability): Although the projects undertaken by D&P partners were implemented under the banner of humanitarian relief, their design responded to longer term needs of the Nepali people and took into account development goals set by the Government of Nepal. Agricultural recovery initiatives responded not only to the immediate needs of food

insecure communities but also gave attention to environmental stewardship. All projects emphasized community resilience and volunteer retention.

Coverage: Partners adopted a community-based project design which increased the number of both direct and indirect beneficiaries they reached. Targeting filled gaps left by aggregate approaches and enhanced project coverage by seeking out individuals and groups excluded from broad community approaches because of discrimination or other disadvantage.

Coherence: Project partners took steps to support key government policies and priorities and in all cases, projects were implemented in cooperation with local authorities. In particular, D&P partners promoted government efforts to encourage entrepreneurship, to diversify agriculture, and to prevent human trafficking.

Coordination: Partners coordinated with Ward (local) authorities for the purpose of avoiding duplication between NGOs working in project areas. There was, however, a lack of coordination between D&P partners themselves. There was no interim or closing meeting of project partners to share experiences and learning.

- **Cross-cutting issues**

Project partners did not undertake environmental impact assessments nor was it a stated requirement for D&P support. Nevertheless, individual projects did integrate **environmental stewardship** within their activities. Partners emphasized attention to **gender** in their project proposals and beneficiaries were predominantly women because agriculture is highly feminized in Nepal and most people in rural communities are women. Partners actively encouraged beneficiary **participation** in project management including iterative learning and D&P adopted a flexible and responsive project management approach. Partners carried out different types of monitoring and evaluation exercises for **accountability** to D&P, while beneficiaries did not understand the concept of “complaints mechanism”.

- **Value-added of D&P support**

Partner organizations emphasized the responsiveness of D&P project staff, coupled with a flexible (iterative) approach to project management as key value-added approaches that defined the partnership. Partners were similarly appreciative that D&P encouraged a “bottom-up” responsive approach that supported adjustments during the implementation phase. Partners valued the capacity training they received because it increased their operational effectiveness and provided new ideas for future sustainability of their organizations.

- **Recommendations encourage D&P to:**

1. Maintain its emphasis on linking humanitarian relief to broader development goals in countries where it works:
 - a. Identify elements of humanitarian assistance that will promote innovative approaches to development;

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- b. Select partners with a record of development work in the country, links to national level policy discussions, and operational grassroots networks;
 - c. Provide tools to enhance project effectiveness including training in targeting techniques, access to survey assistance such as Akvo-FLOW, and complaints mechanism support.
 2. Emphasize partner collaboration with all levels of government to encourage democratic governance and increase accountability:
 - a. Encourage grassroots linkages with government processes by establishing multi-stakeholder groups to manage various aspects of the project;
 - b. Bring beneficiaries into national level policy discussions by inviting them to selected meetings and conferences in the capital;
 - c. Improve capacity of local level officials through training programs and publications.
 3. Create a community-of-practice in the country of intervention in order to improve program sustainability and facilitate possible future humanitarian responses:
 - a. Gather project partners together at regular intervals to share experiences and to encourage horizontal learning;
 - b. Organize and host joint capacity training opportunities for partner organizations with emphasis on project management, targeting techniques, and financial sustainability;
 - c. Create a database of partners, community volunteers, and government officials who were at the forefront of successful humanitarian interventions.
 4. Promote environmental stewardship as a requirement of D&P support:
 - a. Within project proposals, request information about the environmental policies adopted or promoted by the partner organization;
 - b. Create “best-practice” guidelines about environmentally-conscious project management that, among other things, discourages the publishing of high-gloss booklets and reports;
 - c. Identify the host government’s environmental policies at the start of planning and integrate them into partner agreements.
 5. Consider continued support for development programming in Nepal:
 - a. To reduce oversight burden on D&P staff, hire a coordinating partner in Kathmandu with responsibility for project oversight, efficiency, and effectiveness;
 - b. Continue to emphasize support for economic and agricultural recovery;
 - c. Develop a new programming pillar “human rights and democratic governance” which is a development priority for both the Government of Nepal and United Nations in Nepal, and which will serve as a policy framework for anti-trafficking and legal aid projects.

INTRODUCTION

Development & Peace (D&P) requested an external evaluation of selected projects undertaken in response to the 2015 earthquake in Nepal. The evaluation seeks to assess results in order to determine lessons-learned and improve accountability.

Specific objectives of the evaluation, as described in the Terms of Reference are to better understand whether and to what degree the selected D&P projects: achieved their planned results and impacts; were sustainable and replicable; offered value-added to partners.

The five partner organizations who participated in the evaluation were selected by D&P staff and are national civil society organizations that are independent of the broader Caritas faith networks active in the country. Together, the funding they received from D&P accounts for approximately one third of the CAD 4.1 million disbursed by D&P for earthquake relief in Nepal.

Partner activities that informed this evaluation are spread across the three thematic pillars established by D&P for its programming in Nepal: reconstruction; economic and agricultural recovery; and efforts to combat human trafficking.

BACKGROUND

Nepal is a small landlocked country on the southern slopes of the Himalayas situated between Chinese-occupied Tibet to the north and India on the other three sides. It has a population of approximately 29.3 million.

Since the adoption of a new constitution in 2017, Nepal boasts a federal democratic system of government that promises to overcome past challenges related to regionalism and inter-ethnic conflict. Today, the country is divided into seven provinces which are sub-divided into 77 districts and then further into municipalities (293 urban municipalities and 460 rural municipalities). Municipalities are themselves divided into wards with the goal of localizing decision-making and improving economic development in rural and far-flung communities. In 2017, municipal and ward level elections took place for the first time in twenty years.

Despite a decade-long civil conflict and a series of natural disasters, Nepal's transition to a federal democratic state includes a determined commitment to achieve the UN's sustainable development goals (SDGs) and become a middle-income country by 2030. Nepal was, in fact, the first country to submit a national SDG report.¹

Despite these positive steps, Nepal stands in the grips of endemic poverty. As a least-developed country (LDC) it ranks 149th out of 189 countries listed in UNDP's Human Development Report.² Twelve percent of the population experiences severe multidimensional poverty with

¹ *Sustainable Development Goals 2016-2030 National Report* (Preliminary), National Planning Commission, 2015: <http://www.np.undp.org/content/dam/nepal/docs/reports/SDG%20final%20report-nepal.pdf>

² *Statistical Update 2018*, UNDP, table 1 http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf <https://www.alnap.org/>

limited access to clean water, electricity, roads, and economic opportunity.³ Adult literacy is 63% and the majority of Nepalis who are illiterate are women. Under-five mortality rates are high at 35 per 1000.⁴ Life expectancy is just 72 years for women and 69 for men.⁵ Significantly 40% of the population is under the age of 18.⁶

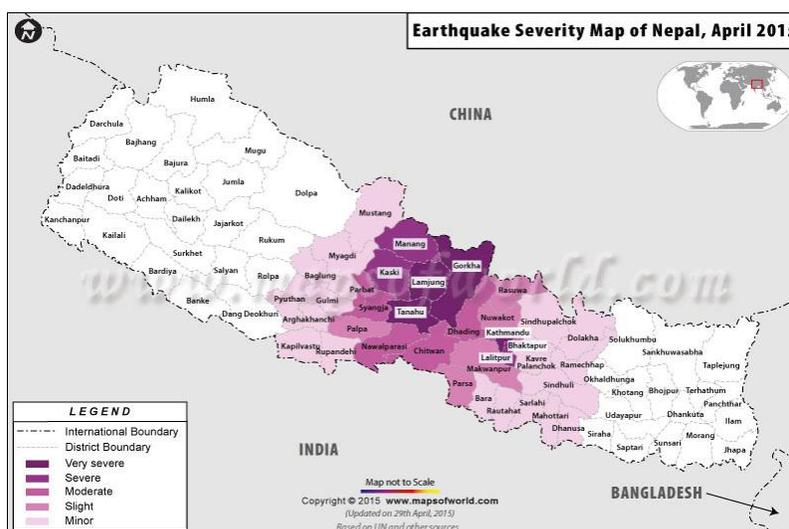
The Nepalese economy is dominated by subsistence agriculture which employs more than two thirds of its population.⁷ Remittances are the largest source of foreign exchange followed by tourism.⁸ More than 40% of the government's development initiatives are supported by foreign aid, and overseas development assistance accounts for 26% of the country's budget.⁹ More than a third of total assistance comes from the World Bank Group and the top bilateral donors are the United Kingdom, United States, Japan, China and India (in that order).¹⁰

• The Earthquake

On April 25, 2015, a 7.8-magnitude earthquake struck near Kathmandu followed on May 12 by a 7.3-magnitude earthquake. Aftershocks continued almost daily for a year. The disaster, which affected more than eight million people, led to an estimated 9,000 deaths and displaced 2.8 million people. It wreaked havoc on roads and infrastructure and left countless communities without access to clean water, adequate food, or healthcare. The events prompted a quick and substantial response from the international community.

In the aftermath of the disaster, the government created a National Reconstruction

Authority (NRA) to coordinate the range of assistance activities undertaken in response to the earthquake. Nevertheless, aid distribution has been slow and according to civil society monitoring groups, only an estimated 16% of the more than US\$4 billion donated had been



³ Ibid, table 6

⁴ Ibid, table 8

⁵ Ibid, table 4

⁶ Children in Nepal, UNICEF, <https://www.unicef.org/nepal/children-nepal>

⁷ Nepal at a Glance, UNFAO, <http://www.fao.org/nepal/fao-in-nepal/nepal-at-a-glance/en/>

⁸ Climbing Higher: Toward a middle income Nepal, World Bank Group, 2017, <http://documents.worldbank.org/curated/en/358501495199225866/pdf/115156-CEM-PUBLIC-SAREC-70p-Country-Economic-Memorandum-19-May-2017.pdf>

⁹ For detailed information about ODA in Nepal, see the Ministry of Finance's "Aid Management Platform" (AMP) at <http://www.mof.gov.np/en/archive-documents/ieccd-publications-65.html>

¹⁰ *Development Cooperation Report*, Ministry of Finance, Government of Nepal, December 2018 https://www.mof.gov.np/uploads/document/file/full_dcr_1718_20190116085612.pdf

utilized by April 2018, a full three years after the earthquake.¹¹ For its part, the Government of Nepal points to failure of the international community to make good on its pledges.¹² Still, significant amounts of outside assistance (both cash and non-cash) have supported a range earthquake relief projects in Nepal and many are still active.¹³

METHODOLOGY

The evaluator applied methodologic guidance provided by the Active Learning Network for Accountability and Performance (ALNAP) integrating the five OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, impact and sustainability into the ALNAP framework. Attention to cross-cutting issues such as participation, accountability, gender and environment, was informed by indicators developed by the Office of High Commissioner for Human Rights¹⁴ and by the UN Framework Principles on Human Rights and the Environment.¹⁵

Following a review of relevant project documents, illustrative interview questions were prepared in collaboration with Development & Peace project staff. The questions, primarily qualitative in nature, were adapted as needed during the evaluation process (see annex for questionnaire).

An in-country mission took place from March 8 to March 16, 2019 (see annex for mission itinerary). Three days were spent at various project sites in Bhaktapur and Sindhupalchowk while the remaining days were dedicated to meetings with partner organizations in Kathmandu. Some partners invited beneficiaries to Kathmandu for group discussions with the evaluator.

During the mission, meetings were organized as follows: 11 group discussions with beneficiaries; 4 one-on-one interviews with individual beneficiaries in their communities; 4 interviews with ward presidents in their communities; 4 interviews with local NGOs in their communities; and 12 in-depth interviews with leaders of organizational partners in Kathmandu (see annex for interview list).

Location	Meetings with organization	Group meetings with project	One-on-one interviews with	Meetings with ward	Meetings with
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¹¹ *Mid-term Review Report*, National Coalition for UPR, Nepal, 2018, p.36 <https://www.upr-info.org/en/review/Nepal/Session-23---November-2015/Follow-up>

¹² *Development Cooperation Report*, Ministry of Finance, Government of Nepal, 2017, http://www.mof.gov.np/uploads/document/file/DCR_20171231102231.pdf as cited by South Asia Check, August 16, 2018 at <http://southasiacheck.org/earthquake-promise-check/nepal-earthquake-recovery-aid-commitments-disbursements/>

¹³ For example, see “Humanitarian response to the 2015 Nepal earthquake”, Wikipedia, https://en.wikipedia.org/wiki/Humanitarian_response_to_the_2015_Nepal_earthquake

¹⁴ *Human Rights Indicators: A Guide to Measurement and Implementation*, Office of the High Commissioner for Human Rights, Geneva, 2012 <https://www.ohchr.org/EN/Issues/Indicators/Pages/documents.aspx>

¹⁵ *Framework Principles on Human Rights and the Environment*, Prof. John Knox, UN Special Rapporteur on Human Rights and the Environment, UN Environment Program and Office of the High Commission for Human Rights, 2018 <https://www.ohchr.org/EN/Issues/Environment/SREnvironment/Pages/FrameworkPrinciplesReport.aspx>

	leaders	beneficiaries	beneficiaries	officials	local NGOs ¹⁶
Kathmandu	12	3	2		
Sudal		1		1	1
Chaukati		3	1	1	1
Piskar		1			
ShreeKrishna Pati		1	1	1	
Thulosiruwari		2		1	1

Although the interviews and follow-up questions differed between community visits according to context, the basic research methods used remained the same. Interviews with communities called upon individuals to describe their project in their own words and to introduce issues they felt were most relevant for the evaluation. Interviews with government officials sought to clarify information obtained during site visits and to better understand the structural challenges faced by authorities in the earthquake aftermath.

There were limitations to the evaluation process. In-country time was short and project areas remote and difficult to access. An unexpected national strike caused cancellation of the site visit to Gorkha and the re-scheduling of other appointments. Given that the evaluation took place four years after the earthquake, there was some uncertainty among beneficiaries about which contribution was being evaluated. Interviews with beneficiaries were generally conducted in Nepalese language and the quality/bias of translation by project partners could not be determined.

Some of the facts and figures provided in this report were obtained through online research and post-mission inquiries. With the time and resources available, it was not possible to verify all points of view with the people who expressed them and therefore quotations have not been attributed to specific individuals.

PARTICIPATING PARTNER ORGANIZATIONS

Interviews with organization leaders requested a description of project activities and an overview of project outcomes. Below are short summaries of their responses which serve as contextual information for reading this evaluation report (partners are presented in alphabetical order).

- **All Nepal Peasants' Federation (ANPFA)**
Thematic focus: Agricultural recovery
Total disbursement: CAD 192,000.
Training supplement: none

¹⁶ The NGOs were ISARD (Chaukati & Piskar), ANPFA local (Thulosiruwari), ANPFA local (ShreeKrishna Pati), and FNB local (Bhaktapur).

ANPFA, an organization created in 1951, is the largest peasant network in Nepal with presence in every district across the country. Its mandate is to advocate on behalf of marginalized peasant farmers and to promote agrarian reform. Internationally, ANPFA is a member of La Via Campesina.¹⁷

Earthquake recovery support from D&P marks the first time that ANPFA had assumed an aid delivery responsibility. The determining factor in its decision to proceed was the extreme level of need among its membership, many of whom were physically remote and struggling to cope with multiple challenges including continued aftershocks, collapsed homes, and damaged food crops. After canvassing members through pre-existing lines of communication and site visits, ANPFA determined that aid delivery was urgently needed including provisions for short-term food banks as well as sourcing and delivery of seeds.

Later in the project timeline, projects shifted to recovery activities such as the creation of community-based seed banks, construction of collection centers for storage and distribution, launching of cooperatives, provision of basic farm equipment including power tillers, and training particularly in organic agriculture. A unique dynamic of ANPFA's project approach was the requirement that communities contribute either money, labour, or land to the activity even if the contribution was small. This approach encouraged community ownership of project outcomes.

- **Forum for Nation Building (FNB)**

Thematic focus: Reconstruction

Total disbursement: CAD 235,000.

Training supplement: CAD 10,000

Created in 2013 by a group of young Nepali professionals, FNB focused its project activities on eliminating legal obstacles to agricultural and livelihood recovery. Specifically, this was accomplished by providing legal services to marginalized communities, in particular to families without formal title to the land upon which they lived when the earthquake struck.

Through a series of 93 mobile legal clinics, FNB provided accompaniment services to individuals seeking compensation for loss of their homes during the earthquake and it advised community representatives how best to navigate the government bureaucracy. FNB sought out community members with particular vulnerabilities such as low-caste and landless people who face additional challenges because of discrimination. Over the course of the D&P project, FNB helped to resolve more than 500 cases.

Legal training provided to local government authorities was a separate but complimentary activity of the project. It responded to the need for officials to negotiate a myriad of rules and regulations established by the NRA to govern disbursement of reconstruction subsidies after the earthquake. A summary of the training was later published in booklet form.

¹⁷ La Via Campesina is an international network promoting food sovereignty and land rights. See www.viacampesina.org

- **INHURED**

Thematic focus: human trafficking

Total disbursement: CAD 275,000

Training: CAD 10,000.

INHURED was created in 1987 as a national human rights organization in Nepal. It was deeply involved in monitoring human rights during the ten-year conflict and the following peace process. Currently INHURED is actively engaged in activities related to transitional justice and confronting the impacts of disaster-induced displacement.

Benefiting from its strong pre-existing networks, INHURED adopted a “bottom-up” approach to combat human trafficking associated with post-earthquake displacement of people. This involved collaboration with local civil society organizations, police, and lawyers in seven districts, as well as with the National Human Rights Commission and the Ministry of Women, Children and Seniors at the national level.

INHURED is especially proud to have developed a robust system of “surveillance networks” to monitor risks and vulnerabilities at the local level. The networks succeeded in preventing numerous young women from being trafficked. As part of its project INHURED offered paralegal training to local officials, providing them an overview of the Nepali legal system and human rights law. INHURED published a range of “knowledge products” for the public which included books and pamphlets.

- **Interchurch Coordinating Committee (ICCO)**

Thematic focus: Economic and agricultural recovery

Total disbursement: CAD 530,000

Training: none

ICCO was launched in the Netherlands in 1964 and today ICCO-Nepal operates as an independent national NGO. The mandate of ICCO-Nepal is to secure sustainable livelihoods and basic dignity for all people.

Throughout the project ICCO-Nepal worked in collaboration with a local implementing partner, the Integrated Self-help Association for Rural Development (ISARD)¹⁸, and in association with an agricultural technician provided by the rural municipality for extension services in the community.

Project activities included seed production and saving, restoration of water resources, training in organic vegetable production, and construction of farm infrastructure such as greenhouse (tunnel) structures, collection centers, and poultry houses. ICCO also connected individual producers to regional market traders and supported community training in the use of organic manures, drip irrigation, and soil management techniques. An innovative project activity was provision of “revolving funds” to encourage entrepreneurship within the community.

¹⁸ Integrated Self-help Association for Rural Development (ISARD) is an NGO that focuses on agricultural development. For more information, see <https://isard.org.np/>

- **SAATH**
Thematic focus: Livelihood support; human trafficking
Total disbursement: CAD 160,000.
Training: CAD 10,500.

The Social Service, Awareness Raising & Advocacy for Tranquility & Humanity (SAATH) was created in 2006 by a group of university students in the faculty of social work. The organization steadily refined its vision and increased capacity so that by 2015, when the earthquake struck, SAATH was able to scale up and to implement its vision in support of marginalized rural women, many of whom had lost their homes, access to schooling, and family income as a result of the disaster.

Support provided by D&P allowed SAATH to grow its training program for young women in farming communities. The program provided basic tailoring skills as a means to generate the cash income. Training sessions brought selected beneficiaries to Kathmandu for a period of six months where they also received enrichment classes in basic math, English, current affairs, menstruation, and communication. As explained by a SAATH organization leader, the idea behind offering enrichment classes along with training was that “skill is important but not sufficient for the achievement of success”.

After graduation, each trainee received a sewing machine and was encouraged to set up a small business in their communities or to sew for SAATH’s retail outlets (Danfe Shop and Red Panda) located in Kathmandu. Income thus generated accrues to the beneficiary and her extended family. Profit from the Danfe and Red Panda shops contributes to an “endowment fund” which will support continued training programs and to render the project financially sustainable.

MAJOR FINDINGS

Findings are presented here using the ALNAP framework to organize information and with partner-specific examples described within to illustrate (findings 1). The findings are then re-presented in a summary table delineated by thematic pillar (findings 2). The evaluator has also included findings related to cross-cutting issues (findings 3) and the value-added of D&P’s partnership approach (findings 4).

1. Lessons and examples

Examples highlighted within these findings are representative of the broad scope of work done by D&P partners in Nepal. They are not comprehensive and do not comprise the entirety of activities undertaken within the program. Rather, the examples are simply illustrative stories selected by the evaluator to better explain her findings.

- Appropriateness (relevance)¹⁹

¹⁹ Defined as - The extent to which humanitarian activities are tailored to local need, increasing ownership and accountability.

Although partner organizations used different methodologies and applied various degrees of rigor to assess needs, each carried out an exercise to tailor project activities and determine beneficiary groups. Partners relied to some extent on established institutional expertise because pre-existing vulnerabilities were still relevant after the earthquake and there is a general lack of disaggregated data available in Nepal.

Most partners based the design of project activities on needs assessments they had carried out, but relied on rural and municipal authorities to identify specific beneficiaries or to assist in the identification of beneficiaries. This approach to targeting was suited to post-earthquake Nepal which was characterized by overwhelming need and because local authorities were responsible to ensure that emergency assistance reached individuals and groups with the greatest need. One partner, FNB, targeted landless Dalit communities because they experienced specific vulnerabilities associated with social discrimination which hampered their capacity to access earthquake recovery assistance.

ICCO had invested in an innovative needs assessment tool known as Akvo FLOW.²⁰ Akvo is a mobile phone based data collection system used to sample a large number of households in a short amount of time and to thereby identify relevant areas for intervention. ICCO reported that it had surveyed more than 500 households in less than five days using the Akvo system and this allowed the organization to quickly determine project priorities such as skills training, small-scale infrastructure assistance, and market access.



ICCO irrigation project,
Piskar

The ICCO survey also revealed altered water sources as a significant obstacle in agricultural recovery. After the first earthquake, previously existing irrigation systems were destroyed but following the second quake on May 12, the actual location of water sources shifted necessitating entirely new irrigation designs and construction of corresponding infrastructure.

While other D&P partners were not able to benefit from technological survey tools such as Akvo, most were well-connected to and experienced working at the grassroots level across Nepal. Their knowledge networks informed project planning and reflected relevant capacities and ambitions at the community level. This was particularly true for projects under the thematic pillar of economic and agricultural recovery, but also evident within the pillar related to efforts to combat human trafficking.

- Effectiveness²¹

Although the scope of the evaluation did not include a review of financial records or verification of activity outcomes, partners reported that planned initiatives were mostly implemented within

²⁰ Akvo FLOW is a digital tool that enables data collection and analysis to improve the quality of development program decisions. See <https://akvo.org>

²¹ Defined as – The extent to which objectives were achieved.

the stated timeframes and budget. At no time during the evaluation process did any beneficiary express dissatisfaction or unease with the effectiveness of project activities.

FNB reported that some activities were delayed because of cumbersome government bureaucracy coupled with bias against landless, low-caste people. Discrimination inhibited the ability of FNB to carry out all planned activities within their estimated timeframes. FNB took steps to confront these obstacles by meeting with federal level authorities and by providing training to its local staff and Ward officials on the rights of landless people in Nepal and evolving regulations to facilitate acquisition of land title. As a result, FNB was able to clear hundreds of cases and now continues to assist members of marginalized communities to obtain the documentation they need to receive state assistance.

All five project partners set individual objectives under the rubric of earthquake recovery and used different techniques to monitor project activities. ICCO for example, worked through a local NGO that had daily presence on the ground. ANPFA used its membership presence on the ground to maintain oversight of activities. SAATH beneficiaries were under the daily supervision of senior staff in Kathmandu who personally managed the training schedule. INHURED developed a system of surveillance committees that met regularly and reported to the project manager on a monthly basis.

Some partners took advantage of the ubiquitous use of mobile phones in Nepal to enhance project effectiveness, for example by using Facebook over mobile networks to share information in real time. INHURED also used mobile technology as a specific project methodology to flag imminent cases of coerced migration. SAATH beneficiaries created an “alumni” group using mobile communication as a means to improve project effectiveness.

- Efficiency²²

Each partner had submitted end-of-project reports to D&P and these assessed the efficiency of activity outcomes, expenditure of funds, and accuracy of budget estimates in relation to planned outputs. Partners reported taking steps to ensure that the unrolling of activities was as efficient as possible. FNB, ICCO, and ANPFA assigned representatives in the project locations to manage the flow of work and to identify emerging problems or obstacles as they occurred. This encouraged local ownership of the activities and also meant that time-consuming travel from Kathmandu was reduced.

INHURED created multi-stakeholder groups to jointly carry out local activities and these were coordinated by district-level liaison officers who reported monthly to the Kathmandu office. This communication system increased efficiency because it allowed for a reliable and predictable cross-flow of information and timely problem-solving.

SAATH worked closely with local Ward officials when it selected trainees for its program. Officials ensured that information about the training opportunity was widely distributed and that applicants were well-suited to the program. This process increased efficiency because it reduced overlap and facilitated the identification of young women best-suited to project expectations.

²² Defined as – Successful project implementation within the stated timeframe and within the planned budget / using a value-added approach.

Efficiency in terms of iterative learning might have been enhanced by better sharing of results between partners. For example, at no time in the project timeframe did partners come together to discuss challenges and successes. Such a process would have allowed for an interesting exchange of emerging lessons and successful approaches.

- Impact²³

Each partner expressed a vision of the enduring results of their work and believed that the knowledge and experience gained throughout the course of project activities would continue to inform community decision-making in coming years. The specific impacts most often expressed were: community resilience and confidence; improved relationships with local government; youth leadership and civic engagement; and enhanced partner capacity.

➤ *Community resilience and confidence*

Communities that received assistance in agricultural development were enthusiastic about the lasting impact of their projects, and particularly with respect to newly acquired farming techniques and skills diversification. Successful application of those new skills inspired exceptional confidence in communities that benefits acquired directly from the project experience would continue after the project end. By encouraging community resilience and self-confidence, D&P projects have contributed to the capacity of affected communities to confront the effects of any future emergencies.

SAATH and INHURED encouraged young people to remain in their communities by offering training in off-farm skills. As the future leaders of diversified local economies, these budding entrepreneurs expressed hope in the possibility of new prosperity for themselves, their families, and their villages.

Among the ideas and techniques that inspired a sense of confidence, were the rotating loans offered by ICCO for individual community members. Loan recipients were asked to autonomously decide how to use the funds and some had invested in poultry houses while others had sought additional training in fish ponds or beekeeping. All had been able to repay the loan and pass it on, as well as to bring new cash into the community through their small business ventures. In some cases, cash was re-invested in community-managed projects such as collection centres, solar power, or compost units.

Confidence was also evident in the increased interest of beneficiaries to take on responsibility for their future well-being. ANPFA provided reconstruction assistance to farm communities seeking to rebuild after the earthquake and provided initial contributions of seeds and equipment. It also helped producers to connect with local traders. Success bred ambition and eventually, the community pooled resources to purchase a milk cooler and set plans in motion to open a bakery.

➤ *Improved relationships with local government*

All D&P projects successfully interfaced with local level officials, primarily Ward presidents and their staff. In all evaluation site visits, Ward representatives joined meetings with

²³ Defined as – The long term, lasting effect of project outcomes

beneficiaries and it was apparent they had been closely involved in project implementation and had developed relationships of trust with communities.

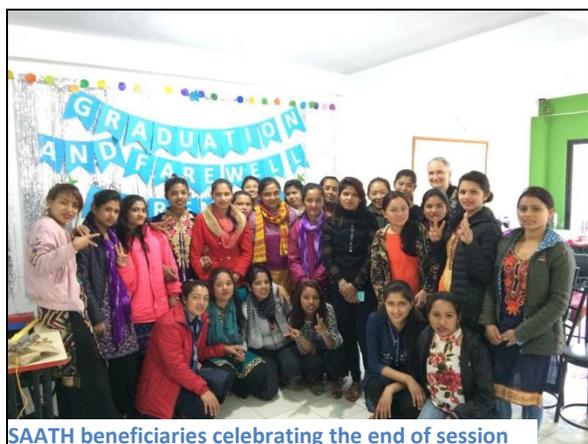
Efforts by project partners to actively engage local officials are important not only because they improve efficiency of the activities but also because under Nepal's new federal system, elected officials are present in the community for the first time in decades. Ward officials represent the distribution of political power to the community level, even though their specific roles and responsibilities are still being defined.

For this reason, efforts to encourage productive interaction between project partners, communities, and Ward officials will certainly have a positive impact on local governance. Ward representatives were encouraged by community representatives to seek out available tools and programs that might further the objectives of the project. In fulfilling that mandate, the representatives gained experience and were better equipped to advance economic development in their communities. For example, the ICCO project promoted diversification of agricultural production and Ward officials assigned an agricultural technician to live in the community and provide extension services needed to accomplish that goal.

INHURED and FNB also made efforts to connect local officials from both Ward and district levels with their federal counterparts and parliamentarians in a conference-style settings. Such efforts to bring different levels of government together encouraged an important exchange of information but also exposed local officials to new ideas and opportunities and helped them to build networks of influence.

➤ *Youth leadership and civic engagement*

Recalling that 40% of Nepal's population is under the age of 18, it is important to consider differential impacts of D&P projects on young people in the country. In this respect, any project that inspires hope in the community and contributes a sense that the future can be improved through learning and effort, is one that has a positive impact on youth.



SAATH beneficiaries celebrating the end of session

SAATH trainees, who were exclusively young women, repeatedly expressed this point of view during meetings in Kathmandu. When asked how they had envisioned their future before the project, one trainee replied that without the project her life would have been limited to work “in the fields or doing household chores”. Although several trainees had high school level education, they lacked sufficient job skills to leverage their education for off-farm livelihoods. The opportunity to be trained as seamstresses inspired confidence in the future. As one SAATH

trainee remarked during a group interview in Kathmandu, “before I saw no purpose in my life, but now I have a future”.

INHURED also emphasized skills training as a means to reduce migration and encourage young people to remain in their communities. INHURED provided short-term enrichment (training) in off-farm activities such as computer literacy, driving, tailoring and more. Some beneficiaries interviewed said they had never seen a computer before their training opportunity and that gaining a basic understanding of computing was mind-opening. The experience inspired them to seek additional training and some said they hoped to return to school and complete high school.

Both ANPFA and ICCO offered opportunities for learning within their project activities. Although these activities were not targeted specifically to youth, most of the participants were under the age of 30. In one example in the town of Chaukati, an ICCO beneficiary had received training in raising chickens and had been inspired by the successful result to seek and obtain skills to add a bee-hive and fish pond to his suite of livelihood initiatives. Having experienced how knowledge and innovation can improve economic well-being, he was inspired to scale up his activities and begin saving money for the future security of his family.

➤ *Enhanced partner capacity*

D&P encouraged its partners to be responsive to developments on the ground and to adjust project activities and expectations in light of emerging challenges and opportunities. It did so by promoting a flexible approach to project implementation that allowed adaptation based on evolving circumstances. This approach was appreciated by project partners such as ICCO who reported that it had enabled important learning experiences and that it had increased partners' capacity to manage responsively rather than to simply implement rigid activity plans.



Capacity enhancement training for staff and Board members (INHURED)

D&P also proactively provided supplemental funding for institutional capacity development. INHURED, FNB, and SAATH organized a series of workshops on topics of their choice. INHURED held two activities to enhance project management capacity, one at the community level and the second for board members and staff. FNB focused its training on leadership skills including strategy and leadership, report writing, and communication skills. SAATH held a series of workshops for professional staff on issues such as financial management, monitoring and evaluation, and media strategy.

Civil society in Nepal provides an important check-and-balance function in relation to the exercise of state power. At the same time it plays a key role in bringing the voice of the people into national fora. For these reasons, integrating capacity building into partnerships with civil society contributes to the broader governance goals of the country and improves the sustainability of project outcomes.

- Connectedness (sustainability)²⁴

Although the projects undertaken by D&P partners were implemented under the banner of humanitarian relief, their design responded to longer term needs of the Nepali people and took into account the connectedness and interdependence of multiple challenges.

For example, projects supported by ANPFA responded to the immediate needs of food insecure communities after the earthquake by distributing seeds and power tillers in villages near Chaukati in Sindhupalchok. In the course of those activities, project leaders advocated movement away from heavy input agriculture and attention to healthy food and soil viability as good policies for environmental stewardship and sustainability. In another example, ICCO provided inputs for agricultural recovery but also offered skills training to encourage production of cash commodities such as honey and cardamom in order to encourage economic growth in remote areas.

Some project partners integrated community ownership and responsibility into the project methodology. For example, ANPFA required minimal financial contributions from beneficiary communities for small infrastructure such as cooperatives and storage centers. Communities expressed pride in their contribution to reconstruction efforts and believed they would continue to improve conditions after the end of project funding.

Another innovative approach to achieve sustainability was the decision by SAATH to create an endowment fund from profits obtained through its retail outlet (Danfe) which sells clothing made by project beneficiaries. The fund now boasts in excess of USD 50,000 which will eventually support continuation of the project without external funding. In the words of a SAATH organization leader, “business is a strategy to support the social project”.

The retention of trained volunteers is pivotal to any project’s sustainability and a testament to its success. INHURED inspired surveillance committee members to continue as volunteers after the end of the project. A result is that volunteer surveillance committees have now become a model that is replicated in projects supported by the Federal Ministry of Women, Children, and Seniors. Conversely, INHURED had minimal previous experience working at the community level but is now integrating community perspectives into its national level policy work.

- Coverage²⁵

ANPFA, ICCO, and INHURED adopted a community-based project design which increased the number of both direct and indirect beneficiaries they reached. SAATH and FNB used a targeting approach to reach individual beneficiaries with specific vulnerabilities. Community-based approaches are appropriate for situations in which most people are affected by the disaster circumstance (earthquake) and particularly in countries such as Nepal where pre-existing conditions include deprivation across a series of indicators. However, targeting techniques can

²⁴ Defined as - The extent to which activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account / the extent to which projects may continue after the end of funding.

²⁵ Defined as - The extent to which population groups facing life-threatening situations were reached.

fill gaps left by aggregate approaches and is therefore of value in capturing those individuals who may have slipped through the net. In this sense, D&P partners were complimentary in terms of coverage.

The approach adopted by INHURED encouraged multi-stakeholder participation including from community-based civil society organizations, youth group representatives, women's clubs, and government officials. The multi-stakeholder approach facilitated a multiplier impact as knowledge was transferred across affinity networks.

When looking at coverage, it is interesting to note that ANPFA is not an NGO but rather a social movement with a wide national base, affiliation to government and an active involvement at the international level through the Via Campesina network. ANPFA enjoys representation across all districts in Nepal and convenes its membership regularly to share news about activities. The bold choice by D&P to select ANPFA as a partner therefore significantly increased coverage of the project support.

D&P partners that used targeting techniques based on vulnerability assessments also enhanced project coverage by reaching individuals left out of broad community approaches. For example, FNB tailored its interventions for marginalized low-caste farmers without title to their land, and SAATH selected trainees from poorest families with numerous dependents and few livelihood options.

- Coherence²⁶

As with any natural disaster of this scale, the humanitarian response involved a myriad of actors including UN agencies, foreign governments, international NGOs, local civil society groups. For the Government of Nepal, maintaining oversight and coordinating the activities of all these actors was a singular challenge and it therefore created the NRA to assume the responsibility.

The NRA outlines its reconstruction principles on its website and these serve as a useful checklist to measure D&P project coherence with state policies.²⁷ The list includes local ownership of the reconstruction process, targeting of the most vulnerable, and attention to the cultural integrity of the population. Four years after the earthquake, in 2019, these principles are perhaps most relevant when integrated within the government's broader development priorities as defined in its current three year plan: economic growth; social development; and gender equality.²⁸

D&P partners reflected government policies and priorities in their project designs and in each case example, they implemented activities in cooperation with local authorities. At least one project – the mobile legal clinics managed by FNB - filled gaps left by government programs. Government priorities to promote entrepreneurship and economic growth were supported by

²⁶ Defined as – The extent to which the project was consistent with state policies.

²⁷ The checklist is found on the NRA website at

http://nra.gov.np/en/pages/view/adlq2bM2ocC0EFjPt1sQ2f3KI_7X8l_QuYMCnGtYiTU

²⁸ *Planning Commission endorses 14th 3-yr plan*, Kathmandu Post, January 10, 2017

<http://kathmandupost.ekantipur.com/news/2017-01-10/planning-commission-endorses-14th-3-yr-plan.html> . The complete 3-year plan is published in Nepali at https://www.npc.gov.np/en/category/periodic_plans

SAATH’s unique methodology which not only offered training but also created a market for good produced by the trainees by launching retail outlets.

Building on pre-existing relationships with federal agencies, INHURED actively sought to connect community initiatives to combat human trafficking to its national level policy work on the issue. The surveillance committee model was introduced as a best-practice example to the National Human Rights Commission (NHRC) and to the Ministry of Women, Children and Seniors. INHURED also integrated learning from its community-level experience with national-level policy initiatives supported by USAID. Finally, INHURED promoted a human rights approach to anti-trafficking efforts which reflected the government’s priority objective of better human rights compliance.

- Coordination²⁹

Without exception, D&P-supported projects actively sought coordination with Ward authorities for the purpose of avoiding duplication between NGOs working in the same districts. For example, SAATH reported that a goal of working with local officials was to avoid duplication of benefits within families and overlap with other initiatives having a similar objective.

Partners had minimal involvement with “cluster” groups established by the UN to coordinate emergency relief either because they were not directly associated with cluster priorities such as food aid or education, or because the cluster processes were overly cumbersome for most NGOs.

The evaluator noted an unfortunate lack of coordination between D&P partners themselves which might have improved efficiency and encouraged a “community of practice” related to economic empowerment. There was no gathering of project partners in Kathmandu or in Canada to share experiences and learning. A chance encounter between ICCO and FNB during the evaluation inspired a conversation about opportunities to replicate FNB legal clinics within ICCO projects for agricultural recovery. In another example, both ANPFA and ICCO reported that they faced numerous challenges helping beneficiaries to access markets and to secure the best prices for produce grown in remote communities. A collaborative exchange, facilitated by D&P, might have been useful for both organizations.

2. Summary by thematic priority (axes de travail)

Most of the projects evaluated fit into the “economic and agricultural recovery” or “efforts to combat human trafficking” thematic priorities. There were some reconstruction activities contained within these projects but there were no projects that were exclusively “reconstruction” and at least one project (FNB) did not conform to any theme, although it addresses obstacles to reconstruction. Therefore, the summary below represents the evaluator’s interpretation of activities and not necessarily as they are described in D&P documentation.

Criterion	Reconstruction	Economic and agricultural recovery	Efforts to combat human trafficking
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²⁹ Defined as - The extent to which interventions are harmonized with other initiatives in the project area, promote synergy, avoid gaps, and duplication.

Appropriateness	Insufficient targeting. Needs assessment used various methodologies and were late into process.	Projects reflected capacities and ambitions at the community level. Some partners used innovative technology tools to survey remote households. Projects responded to requests for assistance from local government.	Projects objectives were informed by pre-existing partner networks and expertise. Projects responded to requests for assistance from local government.
Effectiveness	Construction of collection centers and greenhouses improved livelihoods. Obstacles such as bureaucracy and discrimination delayed outcomes.	Collaboration with ward officials contributed to smooth implementation. Innovative use of mobile technology improved effectiveness	Inclusion of local CBOs and ward officials enhanced credibility of surveillance committees. .Monthly reporting meetings flagged emerging issues.
Efficiency	Missed opportunities for horizontal learning between partners. The most remote locations could not be integrated into the project scope.	Missed opportunities for horizontal learning between partners. Assistance overlap was avoided in part by collaboration with local CBOs.	Missed opportunities for horizontal learning between partners. Projects met established benchmarks within their timeframe.
Impact	Reconstruction skills will be replicable for future community needs. Small-scale infrastructure will serve the community for years to come.	Confidence and optimism in on-farm livelihoods. Enhanced civil society capacity to sustain project momentum. Engagement by local officials is evident and productive	Youth identifies viable livelihoods in Nepal. Enhanced civil society capacity and volunteerism indicates confidence.
Connectedness (sustainability)	Small-scale infrastructure encouraged community ownership and responsibility.	Agricultural recovery projects were directly associated with environmental stewardship Beneficiaries contribute their own resources to amplify D&P funding.	Anti-trafficking projects linked community experience to federal policy development. Surveillance groups organize autonomously to continue functioning after the project end.

Coverage	Community approach increased number of direct and indirect beneficiaries Excluded groups were captured by project activities such as mobile legal clinics.	Partnership with social movement expanded the sphere of influence of project learning. Targeting addressed gaps in coverage for specific marginalized groups.	Connecting local partners to national-level processes increased number of indirect beneficiaries. Success stories spread by word of mouth and increased reach of project influence.
Coherence	NRA has announced it will facilitate documentation for the landless.	Projects aligned with NRA reconstruction principles and current government development priorities.	Project models were adopted by federal ministries as best-practice.
Coordination	Missed opportunity to share learning between partners confronting challenges related to documentation.	Cooperation with ward officials limited overlap and duplication with other projects.	Project focus on prevention at source was unique among organizations working on human trafficking.

3. Cross-cutting issues

D&P promotes attention to environment, gender, participation, and accountability across the wide scope of its activities, including projects falling under the rubric of humanitarian assistance. This section offers an overview of how D&P's independent projects in Nepal complied with these cross-cutting principles.

- Environment & climate

None of the project partners had carried out an environmental impact assessment as part of the project design process, nor was it a stated requirement for D&P's support. Nevertheless, individual projects did integrate environmental stewardship into their activities. This happened in a variety of ways some of which were not overtly environmental in discourse but rather in effect.

Both ICCO and ANPFA emphasized organic farming methods and included training on related skills such as composting, pest control, and soil management. Second, agricultural recovery projects acknowledged and responded to the environmental impact of the earthquake, in particular to changed water sources that required construction of entirely new systems of irrigation. FNB activities indirectly promoted environmentally-friendly policies by asserting the rights of marginalized communities to their land, territories and resources.

The evaluator observed, however, that partners are insufficiently aware of good practice in relation to the environmental impact of office administration habits. For example, some had produced full colour publications on high gloss paper which is difficult to recycle and no

publication provided by partners had been printed on recycled paper. Although single-use plastic has been banned in Nepal, snacks and refreshments regularly arrived in plastic bags.

- Gender

Each of the project partners emphasized attention to gender in their project proposals and project beneficiaries were predominantly women because agriculture is highly feminized in Nepal and most people in rural communities are women (as men migrate for employment).

Efforts to confront traditional gender roles within the community varied across D&P partnerships. Nevertheless, each partner was aware that gender is an important consideration and had developed a relatively sophisticated understanding of women's rights. For example, women in the village of Thulosiruwari in Sindhupalchowk District received power tillers from ANPFA because turning the soil is primarily a woman's task. The women reported that time spent in the fields was subsequently reduced and as a result they were able to access diverse training opportunities for off-farm employment. This in turn allowed them to provide better food and healthcare to their children who subsequently attended school more often.

SAATH project leaders noted the evolving challenges encountered as women rise in the social hierarchy. For example, as women professionalize upon completing their tailoring program, they are confronted by workplace challenges in which supervisory positions are held primarily by men. If they are to assume management roles, additional training will be required. To rise in the ranks of Nepal's growing retail sector, women must be skilled as designers and pattern makers.

Identifying pathways for women's empowerment has contributed to improved status within the community. Several SAATH beneficiaries reported being hopeful for a better future, whereas before they had little or no hope. Training provided by the project opened new possibilities for generating cash income, and becoming contributing members of the family.

- Participation

In interviews with the evaluator, organization leaders emphasized the participatory approach to project design that was encouraged by D&P. Each partner noted that D&P was responsive to its proposals and that D&P had adopted a flexible approach with respect for suggestions made by partners. It was difficult, however, to gauge the degree to which community beneficiaries participated in the project design.

Some partners encouraged the participation of beneficiaries in the broader policy discussions that influenced project decisions. For example, INHURED, ICCO, ANPFA each invited project representatives to Kathmandu for conferences and meetings on a variety of issues. ICCO implemented its project in association with a local NGO (ISARD) which further enhanced local participation in decision-making.

It is fair to say that long-established organizational partners (ICCO, INHURED, ANPFA) have an institutional culture that encourages beneficiary participation, while partner organizations with more limited experience (FNB, SAATH) learned through doing and thus developed participatory approaches in the course of project implementation. For example, SAATH

reported learning and adapting its strategies throughout the life of the project based on beneficiary feedback.

Most projects pro-actively sought the participation of government officials and the relationships developed in this way are likely to yield beneficial downstream impacts as a result.

- **Accountability**

Accountability generally refers to transparency and external evaluation. It should therefore be highlighted that this evaluation is itself an expression of D&P's accountability to its donors and to its values. D&P has undertaken to look at its performance in providing humanitarian relief to Nepal in the aftermath of the earthquake in order to analyze results and to learn from the experience.

Partners in Nepal carried out various degrees of monitoring and evaluation for accountability to D&P. Most of these emphasized quantified outputs which could not be verified by this evaluation. No beneficiaries expressed concerns or reported internal conflicts with respect to project accountability. Nevertheless the ability of beneficiaries to challenge project priorities or question disbursement of funds was difficult to ascertain. No beneficiary who was asked understood the concept of "complaints mechanism" and attempts to solicit input about D&P partners' accountability to beneficiaries generally resulted in statements about the need for ongoing support for the activities. Having an in-country representative could have improved accountability because she or he would be closer to the daily flow of activities and relationships.

4. Value-added of D&P support

As stated earlier in the report, a consequence of the earthquake in Nepal was the immediate influx of money, the promise of money, and a surge in the presence of international NGOs many of which had no experience working in the country. A parallel dynamic was the creation of domestic NGOs established partly in response to need but also to access the influx of funding.

Within this dynamic, D&P identifies as an organization that had not previously worked in Nepal but that had strong organizational links via its membership in the Caritas Internationalis Confederation (CI) and other networks. Being part of CI offered D&P access to valuable needs assessment data and additional capacity in terms of an in-country presence. Links with CI also proved valuable for identification of potential new sources of funding for partners once D&P support concluded. For example, both ICCO and SAATH had successfully applied and received follow-up funds from Caritas Spain upon the recommendation of D&P.

It is a stated goal of D&P that humanitarian assistance be explicitly linked to long term development objectives and community resilience including sustainable agriculture, ecological justice, gender equality, and citizen participation.³⁰ D&P's decision to stream a third of the money it raised for earthquake relief in Nepal to partnerships outside of the CI network, allowed it to fulfil that commitment.

³⁰ As stated on D&P's website at <https://www.devp.org>

The independent partners identified by D&P were highly appreciative of the confidence that had been placed in them. They emphasized responsiveness from D&P project staff, coupled with a flexible (iterative) approach towards project management as key value-added approaches that defined the partnership. Each partner spoke to the ease of detailed regular communication with D&P, although they also expressed disappointment that D&P staff visited Nepal only twice over the duration of work and no final debrief workshop has yet taken place. Partners were similarly appreciative that D&P was open to project activity amendments which encouraged a “bottom-up” participatory approach, they said. Partners selected for capacity training reported that the training increased their operational effectiveness and provided new ideas for management, growth and sustainability of their organizations.

CONCLUSION

The independent projects supported by D&P following the earthquake in Nepal successfully achieved their planned results and had a positive impact on communities where they took place. The projects offer valuable lessons that will inform replication both in Nepal and in other D&P humanitarian responses to natural disaster.

The positive impacts most often cited by partners included, in particular, the sense of confidence that beneficiaries felt as their projects unfolded over a period of three years. Women who were involved in the projects were especially enthusiastic because they saw benefits through the lens of family life, and most often described results as improved opportunities for their children.

The projects also successfully engaged government officials from various levels of government, although primarily at the Ward (local) level, and several ward officials mentioned their own learning as part of the project outcomes.

The partners found significant value-added in the approach adopted by D&P and in particular they appreciated D&P’s iterative approach to activity planning, its flexibility in terms of adaptation to circumstance, and its responsiveness and accompaniment throughout the life of the project. Partners were inspired by D&P’s decision to diversify its emergency response methodology by supporting projects with linkages to longer term development goals of the country.

RECOMMENDATIONS

As with any initiative, there are always lessons to be learned and the experience of supporting independent partners in Nepal inspires a number of recommendations for consideration. Taking into account the Nepal experience, D&P should:

1. Maintain its emphasis on linking humanitarian relief to broader development goals in countries where it works:
 - a. Identify elements of humanitarian assistance that will promote innovative approaches to development;
 - b. Emphasize the importance of civil society/government collaboration within project design;

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- c. Provide tools to enhance project effectiveness including training in targeting techniques, access to survey assistance such as Akvo-FLOW, and complaints mechanism support.
 2. Emphasize partner collaboration with all levels of government to encourage democratic governance and increase accountability:
 - a. Encourage grassroots linkages with government processes by establishing multi-stakeholder groups to manage various aspects of the project;
 - b. Select partners with a record of development work in the country, links to national level policy discussions, and operational grassroots networks;
 - c. Improve capacity of local level officials through training programs and publications.
 3. Create a community-of-practice in the country of intervention in order to improve program sustainability and facilitate possible future humanitarian responses:
 - a. Gather project partners together at regular intervals to share experiences and to encourage horizontal learning;
 - b. Organize and host joint capacity training opportunities for partner organizations with emphasis on project management, targeting techniques, and financial sustainability;
 - c. Create a database of partners, community volunteers, and government officials who were at the forefront of successful humanitarian interventions.
 4. Promote environmental stewardship as a requirement of D&P support:
 - a. Within project proposals, request information about the environmental policies adopted or promoted by the partner organization;
 - b. Create “best-practice” guidelines about environmentally-conscious project management that, among other things, discourages the publishing of high-gloss booklets and reports;
 - c. Identify the host government’s environmental policies at the start of planning and integrate them into partner agreements.
 5. Consider continued support for development programming in Nepal:
 - a. To reduce oversight burden on D&P staff, hire a coordinating partner in Kathmandu with responsibility for project oversight, efficiency, and effectiveness;
 - b. Continue to emphasize project support for economic and agricultural recovery;
 - c. Develop a new programming pillar “human rights and democratic governance” which is a development priority for both the Government of Nepal and United Nations in Nepal, and which will serve as a policy framework for anti-trafficking and legal aid projects.
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