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**SPR Reading Guidance**



**Logistics and Telecommunications Augmentation and  
Coordination in Response to the Earthquake in Nepal  
Standard Project Report 2017**

World Food Programme in Nepal, State of (NP)



**World Food Programme**

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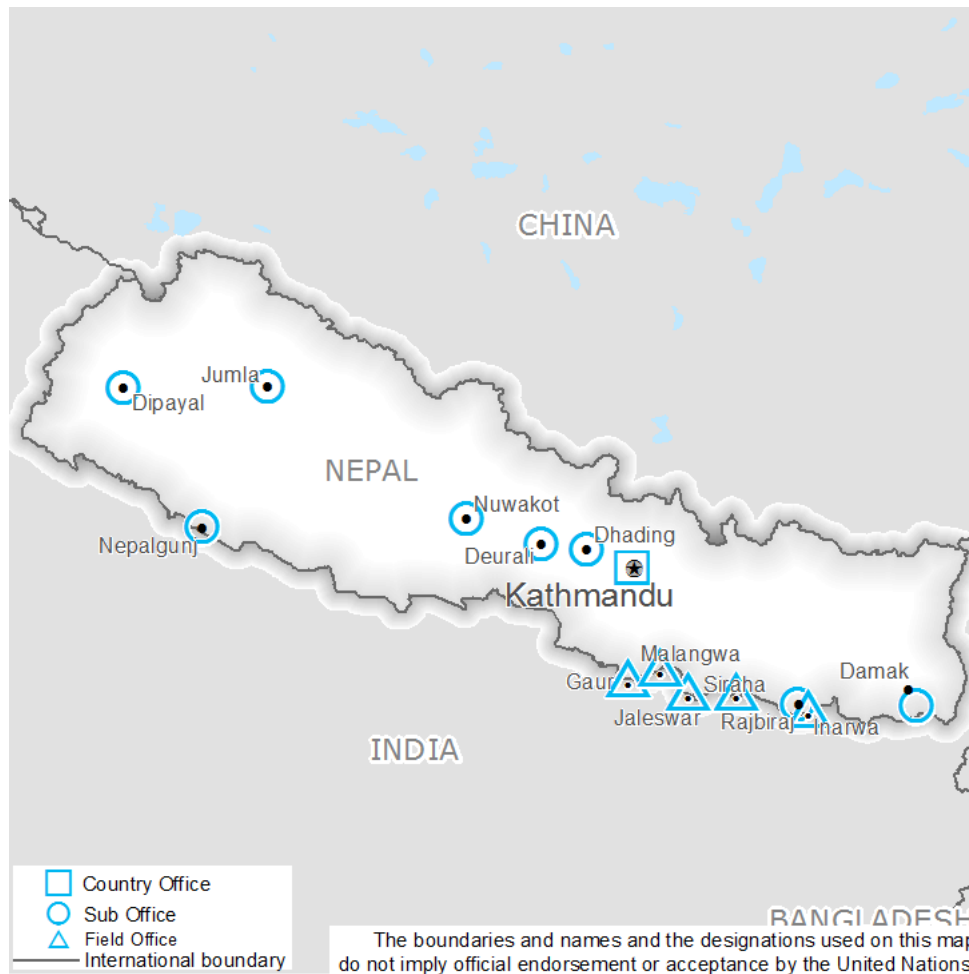
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# Country Context and WFP Objectives



## Achievements at Country Level

In 2017, WFP supported the Government of Nepal to increase the food and nutrition security of vulnerable communities through diverse interventions.

In August, following floods in the Terai region, WFP provided life-saving food, cash and nutrition assistance to the most vulnerable flood-affected populations under immediate response emergency operation (IR-EMOP 201098). The Nepal Food Security Monitoring System (NeKSAP), supported by WFP, was first to provide an overview of the flood's impact. Regular updates were issued and included information from the Nepal Red Cross's initial rapid assessment, satellite imagery, and reports from affected areas. These updates helped WFP and partners to focus efforts on populations with the greatest needs.

IR-EMOP 201098 was followed by an emergency operation (EMOP 201101). Under this project, WFP continued cash-based assistance to the most vulnerable flood-affected households, and WFP and partners implemented programmes for the prevention of acute malnutrition and treatment of moderate acute malnutrition. Simultaneously, WFP expanded logistics and supply chain preparedness for floods, landslides and other emergencies under special operation 200999.

WFP introduced its complaint and feedback mechanism, *Namaste WFP*, in two flood-affected districts, Saptari and Rautahat. The complaint and feedback mechanism was initiated to enhance the protection of flood-affected beneficiaries, to provide them access to information on WFP's distribution and enable them to raise their concerns. *Namaste WFP* was extended to the school meals programme in Dailekh, Sindupalchowk and Bardiya districts.

Under the country programme (CP 200319), WFP and the Ministry of Health provided nutrition support to women and children in the Karnali region through the mother and child health and nutrition activity, which reached beneficiaries quickly—WFP pre-positioned stocks of fortified food, which drastically reduced response times. Where WFP provided cash-based transfers, market monitoring was also conducted. The affected population showed adequate food intake, as evidenced in post distribution monitoring.

Developments in government policy strengthened the case for continued school meals programming, in which WFP has recognised expertise in Nepal. As a result of WFP advocacy, school health and nutrition were added as a cross-cutting strategy in the School Sector Development Plan (2016-2020), and school meals and education were included as priority interventions to improve nutrition. Similarly, school meals were recognised in the Multi Sector Nutrition Plan II government education policy for helping to improve nutrition.

WFP advocated for national rice fortification to be included into existing government social safety net programmes, as supported by a landscape analysis that was conducted in late 2016. Rice fortification is planned to provide iron and other essential micronutrients to the most vulnerable populations in the country. In December, WFP supported the Government to hold the first national rice fortification conference which reviewed fortification strategies and cases. The deliberations are intended to help lead to a national plan of action on rice fortification.

WFP used SCOPE, the corporate beneficiary and transfer management platform, to reach affected populations more efficiently and effectively. WFP previously used SCOPE for cash-based assistance only, but in 2017 SCOPE was expanded to cover in-kind food assistance. This led to an enrolment of over 297,000 beneficiaries, the largest amount for WFP in the South Asia region.

## Country Context and Response of the Government

Nepal is a small, landlocked Himalayan country. Despite making significant headway in poverty reduction in recent years, Nepal is considered a least developed country, ranking 144 out of the 187 countries on the 2016 Human Development Index. The gross domestic product (GDP) per capita is USD 707, and 25 percent of Nepal's population live on less than USD 1.25 per day. Approximately 80 percent of the country's population of 31.8 million people [1] depend on agriculture for their livelihoods, and agriculture accounts for over 30 percent of GDP.

Nepal is ranked "serious" on the 2017 Global Hunger Index [2], and one-fifth of the population has inadequate food consumption. This has led to 27 percent of children aged 0-59 months being underweight, while stunting (low height-for-age) and wasting (low weight-for-height) among children aged 0-59 months are both very high at 36 percent and 10 percent, respectively.

The Government of Nepal places strong emphasis on reducing poverty and food security and has promoted targeted policies and programmes to end stunting in children, increase access to quality education, and improve sustainable family agriculture, while enhancing emergency preparedness. Coordination with the Government is primarily through the National Planning Commission and other government agencies.

Given the high levels of poverty and household food insecurity, Rural Community Infrastructure Works (RCIW) programme has provided an important social safety net. Since 1995, WFP has contributed to the RCIW programme by providing food-assistance-for-assets activities through the distribution of food rations and cash-based transfers. These activities help to improve the food security of rural communities while providing them with community assets.

Development in Nepal is highly vulnerable to disasters, climate change, economic failures, political instability, and financial crises. The annual monsoon rains often bring devastating floods to the low-lying Terai region of the country. In August 2017, Nepal experienced the worst floods in 15 years, affecting over 1 million people in the Terai. In addition, Nepal's geophysical location on top of the Indian and Eurasian tectonic plates makes the country highly prone to strong seismic activity, as was witnessed during the 2015 earthquakes.

In an effort to strengthen national capacity for emergency preparedness, WFP and the Ministry of Home Affairs jointly provided land for a humanitarian staging area, and the Government will provide land for future logistics bases. In addition, WFP continued to collaborate with the Ministry of Agricultural Development and the National Planning Commission to strengthen and institutionalise the Nepal Food Security Monitoring System (NeKSAP), which has enabled evidence-based decision-making for food security policies and programmes. NeKSAP monitoring proved vital during the August 2017 floods in the Terai emergency response.

Social exclusion has been entrenched in Nepal's political, economic, and social fabric and is a defining feature of its historical development. Moreover, the prevalence of child marriage and adolescent pregnancies in rural parts of Nepal contribute to the challenges women and girls face in actively engaging in education and work, creating a cycle of undernutrition. Gender inequality continues to pervade across the private, public, economic and political spheres and is reflected in Nepal's rank at 144 out of 188 countries in the 2015 Gender Inequality Index.

Since 1992, Nepal has hosted over 100,000 refugees from Bhutan [3]. A third country resettlement programme has reduced the refugee population to 9,000, which was maintained in 2017 [3]. International agencies including WFP have supported the Government of Nepal over the last two decades to ensure that the refugees' basic needs are met.

Over the past decade, enrolment rates for basic education increased to 87 percent, with a ratio of 99 girls for every 100 boys, but access to quality education remains a challenge—30 percent of children drop out before completing grade eight [4]. In particular, disadvantaged and minority children traditionally attain lower educational levels.

The National School Meals Programme, led by the Government, has been in existence for over four decades. The programme uses two delivery modalities—food items for schools to cook meals or cash resources for schools to outsource the meals. WFP has been an integral part of this school meals programme for the last 40 years, providing midday meals.

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[1] Central Bureau of Statistics, 2017, Government of Nepal.

[2] 2017 Global Hunger Index, International Food Policy Research Institute, Concern, et al.

[3] Figures as noted by WFP Nepal.

[4] Ministry of Education. 2012. Flash Report 2011–2012. Kathmandu.

## WFP Objectives and Strategic Coordination

WFP's activities in Nepal are guided by the **country programme (CP 200319, 2013–2017)**, operating in partnership with the Government of Nepal and other humanitarian organizations active within the country to achieve Sustainable Development Goal 2: Zero Hunger by 2030. At the national level, WFP works with line ministries and related institutions, including the National Planning Commission. At the local level, WFP works with provincial and federal authorities to implement programmes in areas with high levels of food insecurity.

The country programme supports the Government to enhance the food and nutrition security of vulnerable communities and increase their resilience to disasters. It is implemented in the mid- and far-western regions and is aligned with the United Nations Development Assistance Framework and the Country Programme Action Plan, signed by the Ministry of Finance. The country programme covers four areas: 1) livelihoods and asset creation; 2) education support; 3) nutrition support; and 4) capacity strengthening.

*Component 1: livelihoods and asset creation*—WFP supports the rehabilitation of rural roads and trails, irrigation channels and other community assets while providing livelihoods;

*Component 2: education support*—WFP supports the Ministry of Education's efforts to improve access to education through the School Meals Programme and a food-assistance for assets programme to improve school infrastructure. In addition, WFP provides technical support and awareness raising on nutrition and proper hygiene;

*Component 3: nutrition support*—WFP continues to support the mother and child health and nutrition (MCHN) programme in partnership with the Ministry of Health to prevent chronic malnutrition among expectant mothers and children aged 6 to 23 months;

*Component 4: capacity strengthening*—WFP supports capacity development across project components 1-3 and in food security monitoring.

A **protracted relief and recovery operation (PRRO 200875)** supports local communities and the Government to “build back better” in the most food-insecure, earthquake-affected communities. WFP provides food assistance for assets to build or rehabilitate infrastructure such as rural roads, bridges and water systems. WFP also provided a treatment of moderate acute malnutrition programme to pregnant and lactating women and children aged 6–59 months.

WFP supports refugees from Bhutan in Nepal with food assistance through an additional **protracted relief and recovery operation (PRRO 200787)**. The project is implemented in partnership with the Government and the United Nations High Commissioner for Refugees (UNHCR). WFP and partners started a targeted, needs-based food distribution system in January 2016, in response to gradually declining numbers of people in refugee camps, and in 2017, WFP increased coverage of the gardening project to improve livelihood opportunities.

A **special operation (200848)** augments logistics and telecommunications capacity and strengthens coordination following the earthquake in Nepal. In 2017, WFP continued to rehabilitate trails in some of the earthquake-affected districts.

An additional **special operation (200999)** builds national and district level emergency logistics capacities to respond to future disasters. This special operation builds on lessons learned from the first phase of the project, which saw the construction of the humanitarian staging area in Kathmandu.

The **immediate response emergency operation (IR-EMOP 201098)**—support for flood-affected populations—was launched to ensure that the food and nutrition needs of the flood-affected populations were met in a timely and effective manner. This operation was followed by the **emergency operation (EMOP 201101)**—emergency response to critically food-insecure populations in severely flood affected districts of southern Nepal. The emergency operation continued to provide cash-based assistance to the most vulnerable flood-affected households to help them buy food supplies lost in the floods. WFP and the United Nations Children's Fund (UNICEF) launched a nutrition intervention to treat children aged 6-59 months and pregnant and lactating women with severe and moderate acute malnutrition.

In 2017, WFP Nepal began the development of a five-year Country Strategic Plan (CSP) with the support of the Government. A Zero Hunger Strategic Review was commissioned to inform the CSP. The review, led by the Government's National Planning Commission, was undertaken to provide evidence-based guidance on the overall food security and nutrition situation of the country and to identify the challenges and best choices available to the Government and partners to achieve Zero Hunger by 2030. WFP will officially begin implementing a Transitional Interim CSP in January 2018, which will be replaced by the five-year CSP beginning in mid-2018.

# Country Resources and Results

## Resources for Results

WFP Nepal currently receives multi-year contributions from the Republic of Korea, the United States of America and the United Kingdom for activities under country programme 200319 and special operation 200999. These multi-year resources enable WFP to plan more effective interventions with longer time horizons and broader outcomes. Multi-year funding allows for earlier procurement and delivery of food, which brings down costs. It also promotes effective programming and prioritization of resources.

In 2017, the country programme was underfunded, and WFP was unable to fully implement planned activities. The Korea International Cooperation Agency (KOICA) provided a significant contribution for the livelihoods and asset creation component of the project. Funding levels for the country programme's education component were similar to those of 2016, with 74 percent of received funding used for the implementation of this component. WFP was successful in securing a multi-year (2018-2021) grant from the United States Department of Agriculture McGovern-Dole International Food for Education and Child Nutrition Program towards the education support component.

In 2017, WFP supported the Ministry of Education to conduct a cost-benefit analysis of the Nepal school meals programme, building on WFP's global partnership with MasterCard. This analysis served two important purposes. First, it builds an evidence base for decision-making in Nepal's national school meals programme. Second, it contributes to advocacy for greater investment in school meals, leading to developing a fully home-grown and sustainable national school meals programme.

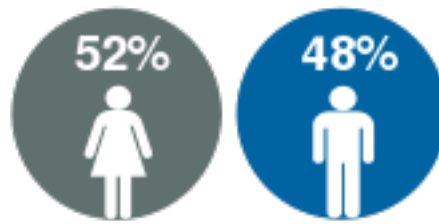
WFP received contributions from the United Nations Central Emergency Response Fund (CERF) to support flood-affected families in the Terai region along with contributions from the governments of the United Kingdom and Australia to support nutrition activities. These contributions were supplemented with in-kind donations from the Government. The nutrition component of the emergency operation for the flood response (EMOP 201101) was fully funded, while the food security component was only partially funded.

For the two protracted relief and recovery operations (PRROs), WFP maximised the use of limited resources by supporting the most vulnerable beneficiaries. For PRRO 200875, WFP took the additional measure of reducing the target area from seven to three districts in response to low funding levels in 2017.



## Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	91,858	90,794	182,652
Children (5-18 years)	163,353	167,488	330,841
Adults (18 years plus)	87,149	109,208	196,357
<b>Total number of beneficiaries in 2017</b>	<b>342,360</b>	<b>367,490</b>	<b>709,850</b>



## Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Country Programme	525	439	40	4,834	455	6,293
Single Country EMOP	-	-	-	647	-	647
Single Country IR-EMOP	720	-	120	187	-	1,027
Single Country PRRO	1,686	24	180	33	2	1,926
<b>Total Food Distributed in 2017</b>	<b>2,931</b>	<b>463</b>	<b>340</b>	<b>5,700</b>	<b>457</b>	<b>9,892</b>



## Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Country Programme	480,232	-	-
Single Country EMOP	562,297	-	-
Single Country IR-EMOP	292,877	-	-
Single Country PRRO	2,436,520	-	-
<b>Total Distributed in 2017</b>	<b>3,771,927</b>	<b>-</b>	<b>-</b>

## Supply Chain

WFP has over four decades of experience within Nepal, contributing to the country's efforts to eradicate hunger. Located between India and China, and home to the highest mountain range in the world, Nepal has difficult terrains, requiring multiple methods of in-land transportation. WFP maintains sufficient storage facilities and transportation capacities to ensure access to the most remote communities.



WFP used its experience in the country to train humanitarian actors in emergency logistics preparedness and response. WFP also helped with the storage and mobilization of emergency logistics equipment in the humanitarian staging area and forward logistics bases. WFP facilitated several training sessions on the installation of mobile storage units and prefabricated offices for the Nepal Security Forces and other humanitarian actors, strengthening national capacity for humanitarian response. In addition, WFP supported training on food quality, quantity controls and food warehouse management for national authorities such as the Department of Food Technology and Quality Control and the Nepal Food Corporation.

In support of the national Logistics Cluster, WFP utilised its transport and warehousing network to collect and provide information on road access for activities during the August flood response.

### Food procurement

When possible, WFP procured food from markets that were as close to targeted communities as possible to strengthen the local economy. However, under the country programme 200319 education support component, commodities were sourced both nationally and internationally as large volumes of fortified food contributions were received through in-kind donations. Under immediate response emergency operation 201098 and emergency operation 201101, WFP procured specialised nutritious food (wheat soya blend) locally. For the nutrition component of emergency operation 201101, ready-to-use supplementary food was not available in-country, and hence it was procured internationally.

In 2017, under protracted relief and recovery operations 200787 and 200875, WFP purchased the majority of the rice and lentils in Nepal, while bulk cooking oil was purchased internationally for reasons of cost effectiveness.

### Logistics Management

WFP transports food directly to sites where local partners distribute to beneficiaries, or to sites where government stakeholders take over the delivery to reach the final distribution site.

Nepal's challenging topography, coupled with inclement weather and security restrictions, often hinders the movement of trucks, resulting in delays in the delivery of goods to vulnerable families. WFP addressed these challenges by maintaining strategically located, high quality storage and logistics facilities—in Damak, Gorkha, Nepalgunj and Dhangadhi districts—close to all distribution sites.

### Post-delivery losses

Similarly to previous years, in order to limit damages and losses, WFP and partners maintained a schedule of regular warehouse inspections and cleaning programmes. WFP provided regular training on food quality control and warehouse management for WFP and partner staff. WFP also provided training on safe and secure transport of commodities for privately contracted truck and transport companies.

The monitoring of the “best before use” date of food items through WFP's logistics execution support system (LESS) helped to improve commodity management. Third party surveyors maintained food, minimised losses and damages during handling at the warehouses, and scheduled warehouse cleanings, stack rotations, inspections, and control fumigation to ensure that food quality standards were met.



## Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Rice	2,238	-	2,238
Split Peas	165	104	269
Sugar	148	63	211
Vegetable Oil	6	-	6
Wheat Soya Blend	1,089	-	1,089
<b>Total</b>	<b>3,646</b>	<b>167</b>	<b>3,813</b>
<b>Percentage</b>	<b>95.6%</b>	<b>4.4%</b>	

## Annual Global Commodity Management Facility Purchases Received in Country (mt)

Commodity	Total
Ready To Use Supplementary Food	244
<b>Total</b>	<b>244</b>

## Implementation of Evaluation Recommendations and Lessons Learned

WFP Nepal's monitoring, evaluation and reporting system helped to ensure accountability and operational effectiveness by measuring results against desired programme outputs, process and outcomes. This was guided by the Nepal Country Office Monitoring and Evaluation Strategy 2013-2017, which focused on beneficiaries' experiences and perceptions—individual, household and community level feedback—using third-party monitoring for independent, unbiased results using electronic monitoring tools for real-time data. Throughout 2017, WFP continued to use COMET—the Country Office Tool for Managing (programme operations) Effectively—with plans to extend its use to include cooperating partners under this single platform for managing and combining operational data for effective reporting in 2018.

### Evaluation activities

In 2017, WFP conducted a mid-line evaluation of the livelihoods and asset creation component of the country programme (CP 200319). The final report for this evaluation is expected to be ready in January 2018. Moreover, WFP conducted a baseline study on the protracted relief and recovery operation (PRRO 200875), which helps earthquake-affected communities to recover their livelihoods. Recommendations included prioritization of interventions and increasing awareness activities for better participation.

WFP also commissioned an evaluation of education grant cycles that pertain to the country programme. This included a first end line evaluation of the 2014-2016 grant and a baseline study of the new 2018-2021 grant. These evaluations will be conducted in the first half of 2018.

### Previous evaluation recommendations and learning implementation

In 2016-2017, WFP carried out two evaluations—a mid-line evaluation of CP 200319 and a mid-line evaluation of the McGovern-Dole programme. The evaluation recommendations centred on a gender and social inclusion approach and are being incorporated into the Country Strategic Plan process for Nepal and the new grant cycle of the CP's education support component.

The current Monitoring and Evaluation Strategy 2013-2017 is being reviewed to align with WFP's 2017-2022 Corporate Results Framework. As recommended by the evaluations, WFP will simplify the McGovern-Dole programme's performance management plan by narrowing down the number of indicators from 85 to 22.

# Partnerships and Visibility, and Cluster Coordination

## Partnerships and visibility

The executive boards of several United Nations Country Team agencies [1] visited Nepal from 17–21 April 2017. The delegation consisted of 20 board members who visited project sites in four different parts of the country. Their final report [2] underscored the success of WFP's infrastructure and food security support in earthquake affected areas and the inter-agency humanitarian staging area.

WFP also hosted international visitors from different governments and organizations including the Norwegian State Secretary, the German Crisis Preparedness team, the assistant private secretary to the Minister of State of the United Kingdom, the International Federation of Red Cross Asia Pacific team, and the Humanitarian Country Team. Moreover, a high level visit to the humanitarian staging area was jointly organised by the Government, the United Nations' Resident Coordinator in Nepal and the United Kingdom Department for International Development (DFID). These visits provided an opportunity for Nepal's donors and partners in the Logistics Cluster to learn how food, medical, health and shelter items were stored and transported to effectively reach earthquake-affected populations.

In 2017, WFP welcomed visits from the Republic of Korea, United States Agency for International Development (USAID) and private sector partners from Japan to observe progress in activities under the livelihoods and education components. Field visits were also conducted for DFID to observe the flood response in the Terai and country-wide activities of the Nepal Food Security Monitoring System (NeKSAP).

WFP also participated in a joint donor field trip organised by the European Civil Protection and Humanitarian Aid Operations (ECHO), DFID and USAID to the mid- and far-western development regions to look for opportunities to build stronger collaboration and coherence between disaster risk management programmes.

## Cluster coordination

WFP Nepal was involved in several clusters activated by the Government and the humanitarian community in response to the emergency caused by the Terai floods.

Together with the Ministry of Home Affairs, WFP co-led the Logistics Cluster, providing critical information on road access to the humanitarian community. Staff carried out logistic assessments to identify transport and storage capacity. Road access maps and other information management tools were made easily available through the Logistics Cluster website and were helpful to plan daily operations. The Ministry of Home Affairs designated the Humanitarian Staging Area as a central warehouse to collect, store, handle and dispatch non-food items during the flood response. Additionally, the premises continued to provide storage services for pre-positioned emergency relief supplies for the wider humanitarian community.

The Ministry of Agricultural Development co-led the Food Security Cluster with WFP and the United Nations Food and Agriculture Organization (FAO), ensuring that humanitarian agencies were continuously informed of the changing number of food-insecure and vulnerable populations through assessments conducted by NeKSAP. Information disseminated by this cluster was widely used by humanitarian agencies in their beneficiary targeting.

WFP was also a part of the Nutrition Cluster, who conducted a nutritional assessment of over 10,000 children in the Terai region. Results showed alarming rates of global acute malnutrition. In coordination with all partners, the cluster was instrumental in reaching children aged 6-23 months and pregnant and lactating women with assistance as part of the emergency response to the floods in the Terai. The Nutrition Cluster also initiated the scaling up of the national integrated management of acute malnutrition (IMAM) programme, for the management of severe acute malnutrition.

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[1] Agencies with executive boards in attendance included: WFP, the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office for Project Services (UNOPS), the United Nations Children's Fund (UNICEF), and the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

[2] Report of the joint field visit to Nepal by members of the executive boards of UNDP, UNFPA, UNOPS, UNICEF and UN Women from 17-21 April 2017. *DP/FPA/OPS-ICEF-UNW-WFP/2017/CRP.1*, 17 July 2017.

# Project Results

## Activities and Operational Partnerships

In the aftermath of the earthquakes that struck Nepal in 2015, the Government declared a state of emergency and requested assistance from the international community, including WFP, to support the immediate food needs of eight million affected people. Subsequently, WFP launched Special Operation 200848 to support the Government and the humanitarian community in a large-scale emergency response that covered 12 affected districts. WFP led the Logistics Cluster and Emergency Telecommunications Cluster and coordinated the emergency supply chain from the Humanitarian Staging Area at Tribhuvan International Airport in Kathmandu.

WFP gradually scaled down the emergency supply chain operation as conditions in earthquake-affected areas improved and following development of commercial operations and supply chain routes from Kathmandu. In 2017, emergency preparedness and capacity strengthening activities continued, but Nepal's mountainous and landslide-prone terrain continued to constrain access to remote communities where WFP was providing assistance to rebuild infrastructure and livelihoods. Access to villages was limited by their locations in remote and high-altitude areas and the poor condition of roads leading to them, leaving most villages accessible only by air, porters or pack animals. To address these constraints, WFP initiated the assessment and rehabilitation of trails, bridges and rural roads, particularly in five districts most affected by the earthquakes—Sindhupalchowk, Dhading, Gorkha, Rasuwa and Dolakha. WFP collated the assessment data that was gathered throughout the year into a central database to help plan for community-based rehabilitation. WFP also commissioned evidence-based research on how improvements in infrastructure affected access to remote villages, market access and food security.

Coordination among partners was critical for reaching the most vulnerable and inaccessible populations across earthquake-affected districts. In 2017, WFP continued to coordinate with the Ministry of Federal Affairs and Local Development, the Department of Local Infrastructure Development and Agriculture, and local government authorities to implement activities. WFP also engaged with an academic institution, Durham University in the United Kingdom, to determine a common engineering standard for implementation.

All construction services under this project were implemented through qualified, locally contracted vendors who were selected through a robust procurement process. Local communities were also important partners in WFP's trail improvement activities, and WFP encouraged their participation through briefings on road safety and campaigns to raise awareness of ongoing maintenance work.

## Results

According to the research study commissioned by WFP in 2017, access infrastructure such as rural roads, trails and bridges served as a catalyst for livelihood diversification and improved food security for remote mountain communities [1]. Moreover, the study found that in areas where people were able to access roads and markets more quickly and easily, households spent more money on non-staple foods and had more diverse diets, thus reducing the likelihood of stunting among children in these households. Through improved roads and trails, communities increased their ability to transport goods and gained easier access to social services and markets, thereby reducing the overall cost of goods and services.

The rehabilitation of trails, roads and bridges boosted employment opportunities for the local population by contracting participants from the nearby communities to complete the project activities. The Special Operation also helped to strengthen the capacity of local communities to manage procurement, standardize construction, and maintain vital community infrastructure, and all the set targets under the project were achieved.

The central database of engineering activities, including those led by WFP, will provide local communities with a foundation to undertake future community-based rehabilitation of access infrastructure.

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[1] G. Shively & G. Thapa. 2017. Road and market access, and household food insecurity in Nepal.

## Performance Monitoring

WFP Nepal's engineering team followed the guidance of the corporate Construction Manual and the Procurement Manual in the hiring of local contractors, which ensured that the Special Operation followed a robust procurement process and adhered to defined quality standards. Additionally, WFP followed the International Federation of Consulting Engineers (FIDIC) Suite of Contracts, which included reporting procedures, quality assurance and quality control, and correlating mechanisms to measure performance. WFP's qualified engineers closely supervised the implementation of all rehabilitation work to the required specifications and standards. Project progress was monitored under a work schedule that utilised the project management software "MS Project", which assisted with scheduling, assigning resources to tasks, tracking progress, managing the budget, and analysing workloads for ongoing projects. As an additional monitoring measure, WFP held weekly site meetings with the contractor and met with local authorities to ensure that all stakeholders were advised on progress.

In mid-2017, WFP conducted a lessons learned workshop with all contractors involved in completing trails, rural roads and bridge rehabilitation. Through this workshop, the contractors gained a better understanding of WFP contractual procedures and an improved knowledge of insurance modalities. The workshop also helped to highlight to all stakeholders the importance of liaising closely with communities.

WFP conducted regular inspections to ensure that quality and safety measures were maintained as outlined in the WFP Engineering Construction Manuals [1]. As trails, roads and bridges were completed and handed over to the Government, final inspections were conducted in coordination with donors and local government authorities.

The Special Operation also used photo monitoring—a pictorial depiction of the project's status—as a way of measuring performance. This tool helped to monitor the progress of work on trails, rural roads and bridges at field level before and after their completion, providing visual evidence to address implementation issues in a timely manner. The tool also helped to visualize the outputs of the project, even from remote locations. Geographical information system (GIS) coordinates of photos were taken before and after the project's implementation to use for spatial mapping and reporting.

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[1] These inspections and reports included: daily site diaries, weekly and monthly progress reports, testing records, material and sample records, safety and environmental records, meeting records, inspection records, payments and certificates, and other reports.

## Story Worth Telling: Trail to Uhiya

Uhiya village lies on a remote hill top, connected to markets only through trails. The epicentre of the April 2015 earthquake that shook the country was in Gorkha district, where the village is located. Therefore, much of the village's infrastructure, including homes, hospitals, schools and trails, were significantly damaged.

Without a trail to support a supply chain to the village, the cost of goods rose dramatically after the earthquake and aftershocks. "We had no choice but to pay 50 dollars for a 30 kg bag of rice," says Prem Maya Sunuwar, a mother of three. "Now that the trail is open, we pay about 27 dollars."

Prem Maya and her neighbours face an extra burden because they are *Dalit*, an ethnic minority considered "untouchable" in Nepal. *Dalits* are not allowed to own land and have very limited employment options. Consequently, most of their income is spent on purchasing food.

Under WFP's engineering programme, local community members were employed to reconstruct a 5 km trail connecting Uhiya to the nearby village of Tatopani. Almost everything that the 250 families living in Uhiya need to survive comes from Tatopani—food, building materials, even livestock.

Prem Maya Sunuwar works as a porter, carrying heavy loads from surrounding markets up to Uhiya. It is her responsibility to provide for her mother and three children since her husband abandoned them. "It was dangerous walking up and down this trail [before it was fixed]. I feared for my life," she says. "It used to take me two days to reach the main market, but now I can make the trip in one day."

For some people, the re-opened trails mean that hospitals and healthcare have become more accessible, and families hope that the renovations will bring more medical facilities to their village. For others, the trail improvement operation meant families had more money to purchase food or rebuild their homes still damaged by the earthquakes.

# Figures and Indicators

## Data Notes

Cover page photo © WFP/Santosh Shahi

A beneficiary works on trail reconstruction in northern Gorkha.

## Project Indicators

### Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>SO1: Special Operation (Logistics)</b>				
Amount of cash distributed through the special operation	US\$	528,500	528,500	100.0%
Kilometres (km) of trails assessed through engineer assessments	Km	350	350	100.0%
Kilometres (km) of trails upgraded	Km	130	134	103.1%
Number of participants of projects works (female)	individual	630	630	100.0%
Number of participants of projects works (male)	individual	1,400	1,400	100.0%
Number of people provided basic safety/technical orientation	individual	670	670	100.0%
Number of people reached through the special operation (female)	individual	13,940	13,940	100.0%
Number of people reached through the special operation (male)	individual	15,100	15,100	100.0%