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SPR Reading Guidance



**Logistics and Emergency Telecommunications Sector
Coordination and Services to augment the Humanitarian
Response in Northeast Nigeria
Standard Project Report 2017**

World Food Programme in Nigeria, Federal Republic of (NG)



World Food Programme

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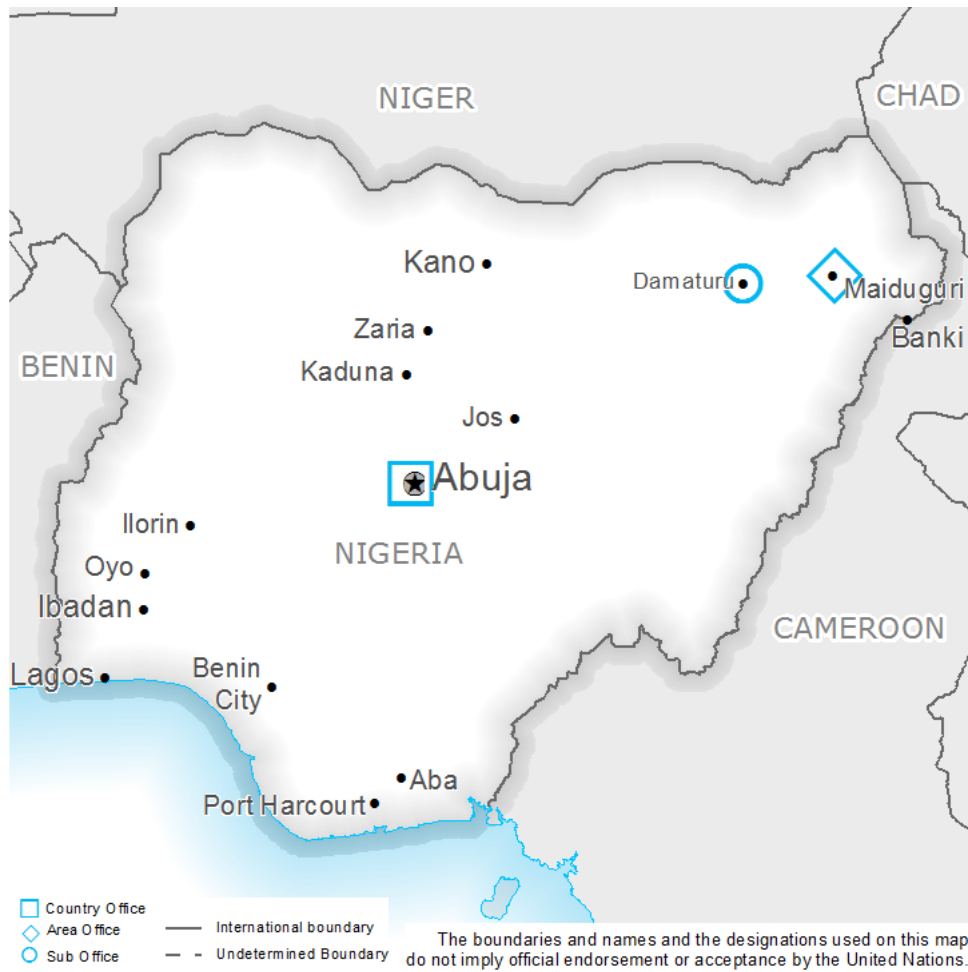
Logistics Sector facilitating emergency aid cargo movement in response to a fire at an IDP camp

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Country Context and WFP Objectives



Achievements at Country Level

During 2017, amidst security challenges and large-scale population displacement, WFP addressed the immediate food needs, caused by the armed conflict in Northeast Nigeria, of 1.1 million vulnerable people on average each month. This contributed to the reduction in the use of negative coping strategies while ensuring that the food assistance was provided in a safe and dignified manner.

WFP scaled up its emergency assistance in Borno and Yobe states and expanded coverage to Adamawa State. As delivering in a highly risky and volatile context requires complementary actions to reach all those in need, WFP, cooperating with national and state emergency agencies, increased its footprint through 18 partnerships with national and international humanitarian organizations. As the humanitarian response scaled up during the year in Northeast Nigeria, the WFP-led logistics and emergency telecommunications sectors and the United Nations Humanitarian Air Service (UNHAS) scaled up their activities to enable a growing number of responders to successfully access vulnerable populations.

WFP and partners utilized a variety of transfer modalities and delivery mechanisms – both in-kind and cash-based transfers (CBT) – to support internally displaced persons (IDPs), returnees and vulnerable host populations. Preventative nutrition approaches for children aged 6-59 months remained integrated with general food assistance, and also extended to pregnant and lactating women to address their increased nutrient needs. WFP provided food assistance to newly arrived returnees from Cameroon to neighbouring local government areas (LGAs) in Borno State, while implementing a conflict sensitive approach to mitigate any tensions that might arise between IDP, host and returnee populations. During the lean season, in areas where returns are possible, WFP food assistance was

combined with the Food and Agriculture Organization of the United Nations (FAO) support to smallholder agriculture production to promote sustainable livelihoods and self-sufficiency.

At the beginning and peak of the crisis, humanitarian partners used the status-based approach to target food-insecure displaced populations. With a high risk of famine and mortality, the primary objective was to meet immediate life-saving interventions and stabilize the food security situation in a fragile and complex environment. WFP gradually introduced a vulnerability-based targeting approach, moving away from the status-based approach, to ensure more accuracy in assistance reaching the right people. WFP ensured that a strong protection lens was applied throughout the targeting process and that all vulnerable groups were actively involved in all stages.

WFP Nigeria marked its first year of operation as a fully-fledged country office in August 2017. Consequently, WFP Nigeria has placed significant emphasis on the recruitment of high quality national staff to support the regional emergency operation. As all the Nigerian national staff were new to WFP, this necessitated that they be trained in WFP systems and procedures. Permanently assigned international staff and staff on temporary deployment were tasked with providing the required training and mentoring to properly orient the national staff to perform their functions in accordance with WFP's corporate practices. National staff continue to be exposed to on-line and where possible, face-to-face corporate trainings in line with their technical focus area. Standard operating procedures (SOPs) related to the management of cooperating partners and vendors, are in place to guide staff's work on day to day basis. These SOPs and other corporate guidance are housed on an internal database, with access provided to all staff to enable easy retrieval of the relevant information.

Country Context and Response of the Government

With a population of 182 million people, the Federal Republic of Nigeria is the most populated country in Africa and the seventh in the world [1]. Nigeria achieved lower middle-income status in 2014, and remains Africa's largest economy [2]. However, the economy has experienced a slowdown since 2015 due to the falling price of oil globally, the primary export. This has contributed to an expanding budget deficit, rapid depreciation of the Naira and increased inflation.

In spite of the country's oil wealth, currently, 82 million Nigerians live in extreme poverty, representing 42.4 percent of the population [3]. The country struggles with its population growth rate, which is growing faster than its economy. Economic inequality reached high levels and, as measured by the Gini Index, Nigeria ranks second out of 16 West African countries, ninth out of 54 African countries and 26 out of over 190 countries in the world. The country's infrastructure and basic services have suffered from insufficient investments.

Progress towards fulfilling the Millennium Development Goals in Nigeria has been meagre, with the country ranking 152 out of 188 in the 2017 United Nations Development Programme (UNDP) Human Development Index and 84 out of 119 in the 2017 Global Hunger Index. Nigeria has the largest number of chronically malnourished children under 5 in sub-Saharan Africa, and the second highest in the world [4]. Findings from 2017 nutrition surveys show global acute malnutrition (GAM) rates in children aged 6-59 months exceeding the World Health Organization (WHO) classifications for serious and critical situations in Central Borno (13 percent), Northern Borno (14 percent), Central Yobe (15 percent) and Northern Yobe (16 percent). In Northeast Nigeria, 560,000 children aged 6-59 months are acutely malnourished: 310,000 children with severe acute malnutrition (SAM) and 251,000 with moderate acute malnutrition (MAM). In addition, 230,000 pregnant and lactating women are acutely malnourished.

In January 2017, the Nigerian Government expressed its commitment to the Agenda for Sustainable Development by completing a Zero Hunger Strategic Review (ZHSR), and launching the strategic plan and roadmap to achieve zero hunger by 2030. The report, the first in West Africa, reflects Nigerians' perspectives of steps needed to be taken not only to win the battle against hunger and malnutrition, but also to improve the living standard through an implementable agenda and network of agricultural programmes and activities. The findings are guiding WFP's engagement to help Nigeria achieve the Sustainable Development Goals (SDG), with specific focus on SDG 2.

In April 2017, the Government has adopted the Nigeria Economic Recovery and Growth Plan (ERGP) 2017–2020, which seeks to promote sustained inclusive growth for all Nigerians. The ERGP aims to resolve bottlenecks to inclusive growth, and foster reductions in poverty and income inequality. It prioritizes agriculture and food security, and expresses the Government's commitment to funding social safety nets through 2020.

Regional inequalities in Nigeria are evident in terms of income, employment, education and health care. The nine-year conflict in Northeast Nigeria has created a deepening crisis leading to the internal displacement of 2 million individuals within Nigeria, with an additional 200,000 Nigerians living as refugees in neighbouring countries [5]. Women and children, who constitute 55 percent of internally displaced persons (IDPs), are exposed to multiple protection risks, as they are disproportionately vulnerable to sexual and gender-based violence [6]. Sexual violence including rape is a characteristic of the ongoing conflict and is being systematically used as a weapon of war with 6

out of 10 women reported to have experienced one or more forms of gender-based violence in the Northeast. Unaccompanied girls and adolescent boys, single head households, child mothers, child spouses, and women and girls living with disability are most at risk.

In January 2017, the Presidential Committee on the North East Initiative (PCNI) developed a framework of actions tagged the “Buhari Plan” to serve as the Government's blueprint for humanitarian relief, socio-economic stabilization, and return and resettlement of displaced persons in the Northeast. Under this framework, in 2017, over 70 humanitarian organizations have planned to assist 6.9 million people in the three most affected states (Borno, Yobe and Adamawa) with nutrition, food, shelter, health, education, protection, and water and sanitation support.

Security constraints continue to hamper humanitarian access, restrict relief efforts, increase protection risks and intensify weaknesses in the delivery of basic services.

The prolonged humanitarian crisis and insecurity have had a devastating impact on food and nutrition security in the Northeast. Affected households have had consecutive years of substantially below-average harvests, restricted incomes and reduced food access. The March 2017 *Cadre Harmonisé* results revealed that 4.7 million in Borno, Yobe and Adamawa were facing food insecurity – Integrated Food Security Phase Classification (IPC) Phase 3, 4, and 5. Furthermore, the report outlined that without the implementation of adequate measures, 5.2 million people were at the risk of facing severe food insecurity during the lean season (June to August), including 50,000 individuals in IPC Phase 5. The situation was further stressed by an unexpected influx of returnees from Cameroon between April and September [7].

During the lean season (June to August), due to low levels of household food stocks and less pasture for livestock, the already alarming rates of hunger and malnutrition across Northeast Nigeria further escalated. During the rainy season (June to September), torrential rains, poor road conditions and consequent flooding hindered road deliveries to remote local government areas (LGAs) in Borno State. Movements of cargo out of Lagos port due to access issues (poor road conditions) posed challenges, affecting the availability of commodities procured internationally, particularly nutrition items. Contingency plans were developed in coordination with humanitarian actors to minimise the possibility of interrupted assistance to the most vulnerable populations.

To respond to the situation, in June 2017 the Government of Nigeria launched a Special Relief Intervention initiative in the Northeast aiming to reach during the lean season 1.8 million people in the Northeast (Borno, Yobe, Adamawa, Bauchi, Gombe and Taraba states) with 40,000 mt of mixed local grains [8]. Gaps and potential overlaps in food assistance were minimised through the Food Security Sector coordination.

According to the October 2017 *Cadre Harmonisé*, the number of people estimated to be facing critical and crisis food and nutrition insecurity in Borno, Adamawa and Yobe states dropped from 5.2 million in June–August to 2.6 million in October–December 2017. The steep recovery is the combined result of the improvement in the security situation, the scaling up of humanitarian assistance from the Government and humanitarian community, the favourable climatic conditions for agricultural production and livelihood activities, and a slight market and trade recovery.

[1] Women constitute 49.5 percent and men 50.5 percent of the population. Statistical Report on Women and Men in Nigeria, National Bureau of Statistics, December 2016.

[2] World Economic Outlook, International Monetary Fund (IMF), October 2016.

[3] World Poverty Clock, November 2017.

[4] United Nations Data portal, <http://data.un.org/>

[5] The number of IDPs has declined slightly during the year as military gains against Boko Haram have enabled some to return. The Office for the Coordination of Humanitarian Affairs (OCHA) reports that, as of 31 March 2017, 1,832,743 persons (326,010 households) remain displaced in the six Northeast Zone states. Nigeria – North-East: Humanitarian Emergency. Situation Report No. 8 (as of 31 March 2017), OCHA, 12 April 2017.

[6] Displacement Tracking Matrix (DTM) XIX, International Organization for Migration (IOM), October 2017.

[7] Ibid.

[8] Federal Government Food Distribution Programme for the Northeast, June 2017.

WFP Objectives and Strategic Coordination

In 2017, WFP implemented its humanitarian and recovery assistance in Northeast Nigeria in alignment with national priorities and in coordination with strategic partners and government actors through a regional emergency operation (EMOP) and two special operations.

Through **Regional EMOP 200777**, WFP food assistance in Northeast Nigeria addressed acute food insecurity of internally displaced persons (IDPs), in camps or host communities, through general distributions using in-kind and cash-based transfers, integrated with the prevention of malnutrition programme for children aged 6-59 months and pregnant and lactating women, as well as livelihoods support. Due to the multi-dimensional nature of the crisis, WFP adopted a flexible emergency response, using the most appropriate and context-specific transfer modalities and delivery mechanisms to address the needs. WFP integrated protection, gender and accountability to affected populations approaches in its interventions, and particularly adopted measures to strengthen gender mainstreaming across all levels of operations, with the aim of creating an enabling environment for promoting gender equality and women's empowerment through food security and nutrition programmes.

Special Operation 201032 enabled the Logistics Sector to support the humanitarian community in Borno State through logistics coordination, civil-military liaison for cargo movements, logistics information management and storage augmentation. The Special Operation also supported the Emergency Telecommunications Sector in providing telecommunications services where basic infrastructure is limited, and in deploying and upgrading security telecommunications equipment in the established humanitarian hubs in Northeast Nigeria.

Special Operation 200834 enabled WFP to operate the United Nations Humanitarian Air Service (UNHAS) on behalf of the humanitarian community providing safe and reliable air transport to humanitarian personnel via one fixed wing aircraft and four helicopters. Helicopter flights, introduced in July 2016, constitute a critical component to access remote and hard-to-reach areas in Northeast Nigeria.

WFP operates in partnership with the Government to achieve Zero Hunger by 2030. At the national level, WFP works with line ministries and related institutions, including the Presidential Committee on the North East Initiative (PCNI), the Emergency Coordination Centre (ECC), the National Emergency Management Agency (NEMA) and the National Social Investment Programme (SIP) under the Office of the Vice-President. At the local level, WFP works with state governors and State Emergency Management Agencies (SEMA) to provide support in areas that are food insecure.

The strategic coordination of humanitarian efforts takes place within the framework of the United Nations Humanitarian Country Team's (HCT) Humanitarian Response Plan (HRP). Under the United Nations Sustainable Development Partnership Framework (UNSDPF) and applying a "Delivering as One" approach, the HCT works coherently, effectively and efficiently to support Nigeria in achieving its national development priorities, the Sustainable Development Goals (SDGs), and other internationally agreed treaty obligations and development goals such as the Paris Declaration on Aid Effectiveness. The HCT aims to foster equitable economic growth and poverty reduction, through capacity development, and to strengthen accountability systems and the delivery of quality basic services focusing on the most deprived and vulnerable Nigerians.

WFP has been an active member of the HCT and supported the efforts of the national and international humanitarian and development communities in aligning policies, programmes and activities for a more coherent, efficient and effective response.

WFP implemented a twofold approach in Northeast Nigeria: (i) in relatively stable areas where partners are operating with adequate capacity, WFP established strategic partnerships with international and local non-governmental organizations (NGOs); and (ii) in areas where the security situation impeded regular programme access, to overcome the access challenges and reach those most in need in insecure, difficult-to-reach areas, WFP utilized the Rapid Response Mechanism (RRM) launched in November 2016 and implemented direct distributions when needed [1].

UNHAS, managed by WFP, has been instrumental for the RRM and has allowed the humanitarian community to implement and scale up relief activities.

Sectors have also been pivotal to the coordination of the broader humanitarian response in Northeast Nigeria. Due to its expertise and vast field capacity, WFP has been leading the Logistics and Emergency Telecommunications Sectors and co-leading with the Food and Agriculture Organization of the United Nations (FAO) the food security sector to ensure the most efficient and coordinated response to food insecurity and access issues in the Northeast. WFP also participated in other sectors, such as nutrition, livelihoods and protection.

In 2017, WFP embarked on a consultative process to develop a five-year Country Strategic Plan (CSP), which will be presented to WFP Executive Board in February 2019. To guide the development of the CSP, with the support of the Government, WFP is strongly liaising with local and international humanitarian actors and the donor community.

[1] As part of the RRM, personnel may be flown to hard-to-reach locations by helicopter, while cargo is transported overland. Joint teams remain on the ground for a few days (6–8 days) in prioritized areas to provide an integrated package of support. The RRM expanded to involve a wider number of humanitarian agencies and used to provide a platform for the provision of an integrated package of multi-sectoral support, i.e. food assistance as part of a broader life-saving response including nutrition, water, sanitation and hygiene and health interventions.

Country Resources and Results

Resources for Results

In 2017, the scale of resources required to run WFP operations in Northeast Nigeria increased considerably compared with 2016 as WFP gradually reached more people. As a result, the overall funding and donor base for the Regional EMOP 200777 expanded significantly compared with the previous year.

However, in the first quarter of the year, WFP faced significant resource shortfalls, and the lack of resources forced WFP to review its priorities. To optimise the funding for its emergency operation and to ensure the most vulnerable continue to receive food assistance, WFP developed a nuanced prioritization plan focusing on the most critically food-insecure populations. This plan was developed after extensive review and consultation with stakeholders. Evidence on food security and nutrition needs, including the March *Cadre Harmonisé*, Emergency Food Security Assessment (EFSA) and the Household Economy Approach (HEA) Urban Baseline Report, was used to reduce the geographical coverage of the intervention (from 38 to 33 Local Government Areas) and target 1.36 million instead of the initially planned 1.8 million people during the peak of the lean season (August–September).

To minimise the impact of resource shortfall on the affected populations, aggravating factors such as ongoing military operations, inaccessible markets and limited livelihood were taken into considerations to identify the most vulnerable populations. Gaps in food assistance were minimised by coordinating with other organizations and with the Nigerian Government, with particular focus given to children and pregnant and lactating women.

WFP also introduced additional cost-saving measures to reduce costs. In-kind commodity mix for general distributions was adjusted and sorghum was preferred over rice, as well as ready-to-use supplements were transitioned to Super Cereal Plus for prevention of acute malnutrition activities. The Food Security sector adjusted cash-based transfers (CBT) amounts to 70 percent in urban areas to reflect actual needs as defined in the HEA Urban Baseline Report analysis, conducted by the Save the Children, WFP and other partner organizations.

On 24 February 2017, the governments of Norway, Germany and Nigeria, in partnership with the United Nations (UN), organized a humanitarian conference on Nigeria and the Lake Chad region to mobilize resources from the international community and raise awareness on the urgent crisis response. The Oslo Humanitarian Conference drew pledges from 14 donors of USD 458 million for 2017 out of the estimated USD 1.5 billion needed in the region. In addition, the Government of Nigeria provided an in-kind contribution to WFP in the form of 5,000 mt of rice, for which a United States Agency for International Development (USAID) contribution was used to pay associated costs.

In the third quarter of 2017, the majority of the donations were confirmed, many of which were pledged in Oslo. By the end of the year, the regional EMOP (Nigeria) received a total of USD 359.2 million from 24 donors, private donors, multilateral funding and miscellaneous income compared with USD 81 million and 11 donors in 2016. The funding for the regional EMOP has been above the average, and compared to neighbouring Lake Chad Basin countries or other countries which have been facing famine (Yemen, South Sudan and Somalia), the Nigeria operation received more funding from the donor community, resulting in a fully funded situation in the last quarter of 2017.

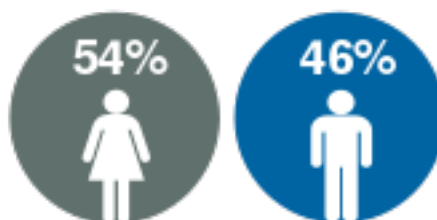
Flexible funding for food assistance enabled WFP to address prioritized needs at the times the contributions were received. WFP was able to take advantage of its corporate advance financing mechanism, an internal loan system, which enabled WFP to procure quickly, cut delivery times and provide more predictability to the operations, as well as the crucial ability to scale up. The major constraints remained security, access and unreliable infrastructure and systems, particularly in the case of CBT.

Timely and flexible funding was also provided to the WFP-led common services of United Nations Humanitarian Air Service (UNHAS) and the Logistics and Emergency Telecommunications sectors. Although operations funding requirements increased in 2017 due to the scale up of humanitarian assistance in the Northeast, both Special Operations received the necessary funding, and by the end of 2017, the overall contribution to UNHAS operations amounts to USD 14.5 million (75 percent of the 2017 requirement) and the one for the Logistics and Emergency Telecommunications sectors to USD 8.6 million (90 percent of the 2017 requirement).

The success of the scale up of WFP Nigeria's operation was realized through concerted talent acquisition and the filling of majority of critical functions with both national and international staff. A lot of attention has gone into analysing and restructuring the workforce structure to ensure synergy in the workflow and clarifying reporting lines.

Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	142,450	142,450	284,900
Children (5-18 years)	237,840	237,840	475,680
Adults (18 years plus)	199,684	311,608	511,292
Total number of beneficiaries in 2017	579,974	691,898	1,271,872



Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Regional EMOP	105,023	8,205	26,507	22,534	943	163,213
Total Food Distributed in 2017	105,023	8,205	26,507	22,534	943	163,213

Cash Based Transfer and Commodity Voucher Distribution (USD)

Project Type	Cash	Value Voucher	Commodity Voucher
Regional EMOP	26,203,514	3,375,401	-
Total Distributed in 2017	26,203,514	3,375,401	-

Supply Chain

WFP 2017 sourcing strategy was designed to be a mix of international, regional and local purchases. The international purchase focused mainly on specialised nutritious foods, while local and regional purchases included vegetable oil, cereals, pulses and salt.

Based on the sourcing strategy, 70 percent of total food requirements, valued at USD 89 million, were procured from local markets. This allowed WFP to reduce lead time while also supporting the local economy. A proactive procurement plan coupled with the timely availability of funds allowed local procurement during the main harvest season between October to December, and allowed WFP to benefit from 20-30 percent lower prices.

The primary overland supply routes stretch from the Port of Lagos, the Global Commodity Management Facility (GCMF) in Kano State and in-country local suppliers, to WFP storage hubs in Maiduguri (Borno State) and Damaturu (Yobe State).

Throughout the year, the Port of Lagos represented the main entry point for internationally procured commodities, i.e. Super Cereal and ready-to-use supplements, as well as in-kind donations. Since June 2017, access to and from the port has been severely affected due to the poor road infrastructure coupled with the rainy season causing weeks of delays in cargo movement out of the port area and consequent high storage and demurrage costs. Infrastructure repairs are currently ongoing, nonetheless the situation is expected to linger into 2018. As a mitigation measure, in September, WFP successfully completed a trial shipment utilizing the Port of Onne in Port Harcourt.

In March 2017, WFP established a GCMF advance mechanism in Kano State. Since its setup and activation, the hub has reduced lead time for the delivery of food to partners from an average of 121 days to 31 days. The facility stores goods purchased regionally or locally.

The secondary overland supply routes extend from the storage hubs in Maiduguri and Damaturu to over 120 final delivery points (FDPs) located in the three states of Borno, Yobe and Adamawa. At the FDPs, food commodities are either immediately distributed or stored at partner-managed facilities.

In 2017, the security situation posed significant challenges in the planning and implementation of the road transport. Particularly on selected routes, notifications to the military and consequent military escorts are mandatory. Despite the provision of military escorts, during the year, three trucks were burnt and nine incidents of looting accounted for 295 mt in losses representing 0.16 percent of the tonnage moved. Additional challenges were posed by the rainy season from June to September. Due to the incessant rains, several areas became hard to reach and several roads remained inaccessible in August.

As a contingency plan, WFP increased and consolidated storage capacity in Maiduguri and Damaturu to allow pre-positioning ahead of the rainy season. WFP set up forward logistics storage in Ngala to ensure timely availability of commodities for quick response, and pre-positioning ahead of the next rainy season when access could be cut off. These facilities were used for the storage of food and non-food items for WFP interventions. WFP also provided storage space to other humanitarian partners including United Nations agencies, international non-governmental organizations and government departments.

As part of bilateral service provision, WFP supported the Food and Agriculture Organization of the United Nations (FAO) in the transport of seeds and fertilisers (812 mt) as part of a joint livelihood programme implemented during the lean season.

Better understanding of the market, streamlined procedures and increased volumes allowed WFP to reduce transport, shipment and handling related costs by 4 percent. To strengthen the capacity of partners in logistics, WFP organized warehouse and commodity management training sessions for 200 participants from 20 organizations including the National Emergency Management Agency (NEMA) and the State Emergency Management Agency (SEMA).

The Supply Chain unit successfully supported e-voucher operations in Maiduguri and Damaturu, using a mix of retailers and wholesalers (under "Business to Business" arrangement). Over the year, 90,000 beneficiaries have been reached through a mix of 27 retailers and 15 wholesalers with assessments done using the new retailer digital onboarding and contracting application.

WFP continued to lead the Logistics Sector, activated in September 2016. The Logistics Sector has been an essential forum for the provision of key logistics services, including logistics coordination and information management, civil-military liaison, and augmentation of existing storage capacities in the main affected Borno State.



Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Beans	7,773	-	7,773
Iodised Salt	1,004	250	1,254
Rice	5,925	-	5,925
Sorghum/Millet	13,144	-	13,144
Vegetable Oil	1,945	-	1,945
Total	29,792	250	30,042
Percentage	99.2%	0.8%	

Implementation of Evaluation Recommendations and Lessons Learned

In response to the changes in the operational context, WFP carried out a budget revision in 2017. This enabled the implementation of identified programme response adjustments and cost optimisation measures that prioritized life-saving interventions, increasing the number of beneficiaries particularly during the critical lean season period.

WFP approach remained holistic and agile combining food assistance, in-kind or cash-based transfer (CBT), with nutrition support, adjusting to the volatile situation. In areas where high levels of insecurity persisted, in-kind food distributions were implemented whereas in areas with functioning markets CBT were preferred. In areas where returns were possible, to capitalize on opportunities for early recovery, WFP implemented an integrated twofold approach with the Food and Agriculture Organization of the United Nations (FAO) and partners. The joint approach combined food assistance with support to smallholder agriculture production through the provision of seeds and inputs.

To expand the area of coverage WFP strengthened implementation of activities through field-level agreements with 18 cooperating partners including local and international organizations. The monitoring system was strengthened by increasing the number of field monitors, and resorting to a third-party monitoring (TPM) through two national service providers for areas with access constraints. The initiative increased the coverage, the quality and frequency of information received. The TPM service providers participated in food security outcome surveys and emergency food security assessments, which served to inform and strengthen WFP and partners' response.

As the scale of the nutrition needs in Northeast Nigeria increased with improved access to new locations, flexibility in nutrition programming and implementation were paramount to ensure that the most nutritionally vulnerable were reached with the right preventative foods, at the right time and place. The change of specialised nutritious foods in the malnutrition prevention activities from ready-to-use supplementary food to Super Cereal Plus for children revealed awareness gaps by the caregivers on the product utilization, thus requiring additional training and sensitization. Adequate sensitization activities were critical when introducing a new specialised nutritious foods to minimise misinterpretation of the intended use.

Recognising the high-level of protection risks and concerns presented by the operational environment, WFP invested heavily in fully mainstreaming protection into its activities. In 2017, increased emphasis was placed on accountability issues as well, with a combination of different complaints and feedback mechanisms (CFMs) including community based CFMs, hotlines, help desks and suggestion boxes. Consultation with communities on best accountability systems including mode of communication and languages to be used yielded better results including increased ownership of accountability systems. Community-based CFMs were implemented in areas with connectivity challenges where access to the WFP hotline was limited.

To guarantee beneficiaries' safety during food collection, including crowd control, group distributions were implemented reducing waiting time for beneficiaries, minimising overcrowding and consequently reducing exposure to security risks at distribution sites. In places where ownership of distributions by community members was implemented by assigning clear roles and responsibilities, coupled with clear demarcation of the site, including

waiting area with shade and access to water and sanitary facilities, distribution management was found most effective.

Through internal reviews, WFP drew valuable lessons for its supply chain and asset management systems from the security challenges experienced across supply routes. The country office put in place several measures to mitigate future risks to WFP's stocks and assets. To mitigate the risk of attacks on cargo transported by road, WFP improved convoy security arrangements in conjunction with the Nigerian Armed Forces and the National Union of Road Transport Workers, with the introduction of recovery and tow truck services along convoys. In 2018, the plan is to tighten internal supply chain control measures and accountability through global positioning system (GPS) tracking and monitoring of convoys. The security unit has also been exploring methods of enabling greater road access with the intention of not being reliant on-air operations in 2018 and improve access to beneficiaries.

Project Results

Activities and Operational Partnerships

In 2017, the scale of the humanitarian crisis in Northeast Nigeria required an extensive and sustained humanitarian response with multiple humanitarian actors providing critical cross-sectoral assistance to the affected population. The Special Operation 201032 for Logistics and Emergency Telecommunications Sector Coordination and Services to augment the Humanitarian Response in Northeast Nigeria, was launched in November 2016 to enhance coordination and operational capacity among the humanitarian actors, as well as the effectiveness of the overall response, through the provision of tailored logistics and emergency telecommunications services.

Based on the needs identified and expressed by the humanitarian community, WFP, as the lead agency for the Logistics Sector and the Emergency and Telecommunications Sector (ETS), supported the implementation of logistics and telecommunications services and coordination activities throughout 2017.

The Logistics Sector facilitated humanitarian access by consolidating cargo movement notifications and organizing military escort requirements on behalf of the humanitarian community operating in Northeast Nigeria.

Through promoting joint planning and maintaining an open forum for discussion to address humanitarian logistics issues as they arose, the Logistics Sector also implemented preparedness and contingency plans of the rainy season and liaised with key government authorities regarding planned infrastructure repairs on key access routes. The sector strongly supported the civil-military coordination mechanisms established by the Office for the Coordination of Humanitarian Affairs (OCHA) and contributed to the work of the access working group. Close coordination was also pursued with the Nigerian Union of Road Transport Workers which provides a vehicle recovery service on certain routes as mandated by the Nigerian Armed Forces.

The Logistics Sector supported the implementation of humanitarian activities across Borno and Yobe states by providing free-to-user common storage services for humanitarian cargo in Maiduguri and in strategically located field locations. The storage facilities ensure the timely dispatch of relief items and sufficient storage space for the pre-positioning of relief items. Accountability and reporting have been ensured by using a Relief Item Tracking Application (RITA) in all common storage locations.

The inter-agency logistics base in Maiduguri, with a storage capacity of 2,400 m², offered a kitting and air cargo consolidation services in coordination with the United Nations Humanitarian Air Service (UNHAS). The site has been managed by *Première Urgence Internationale*, and to date it has served 29 organizations with 30,000 m³ of cargo stored. Two more common storage sites were established in 2017 in field locations: 1,280 m² in Monguno managed by *Solidarités International* and 240 m² in Banki managed by INTERSOS. Preparations to establish additional common storage sites have started in Ngala to be managed by eHealth Africa, in Damasak and in Dikwa, both to be managed by Agency for Technical Cooperation and Development (ACTED) and in Bama to be managed by INTERSOS. Further locations may be considered based on the operational needs expressed by the humanitarian community.

Coordination, information management, mapping and capacity strengthening activities represented a key component among the project activities. Strategic and operational coordination meetings were held in three locations. Information management products including maps, operational overviews, capacity assessments, lessons learned, logistics snapshots, infographics, meeting minutes and standard operating procedures (SOPs), were produced and shared through mailing lists and the Logistics Cluster website.

To further enhance capacity of the selected partners to support humanitarian partners' storage requirements, the Logistics Sector organized nine trainings targeting 173 humanitarian responders on different topics including warehouse management and RITA implementation.

The ETS provided vital and reliable security telecommunications services by upgrading the existing United Nations system in Maiduguri and deploying a common Communications Centre (COMCEN) for humanitarian aid workers. The ETS carried out various upgrades including the shift from two radio channels in Maiduguri to just one, enabling seamless humanitarian communication throughout the city. Furthermore, it successfully rolled out the first phase of the Digital Mobile Radio system, offering an extended radio coverage and better voice quality, and increasing the twofold channels capacity.

In line with the humanitarian hubs deployment plan, in 2017, the ETS deployed security telecommunications and internet connectivity services in five hubs state (Maiduguri, Gwoza, Bama, Dikwa and Ngala) across Borno. ETS services in these areas played a critical role in the humanitarian response as services from the local mobile network operators were either unreliable or non-existent. Hubs are essential for aid workers as they act as one-stop shops

that cover basic humanitarian work requirements: office spaces, secure accommodations, storage areas, and communications services and technical support.

The ETS is working closely with UNDSS in the provision of reliable security telecommunications services in Northeast Nigeria. The ETS provided technical training to UNDSS radio operators in Lagos and Abuja at the beginning of September 2017. When it comes to information technology governance, the ETS and UNDSS are developing SOPs to conduct effective radio checks in Northeast Nigeria.

During 2017, the ETS played a key role in the coordination of humanitarian Information and Communications Technology (ICT) activities to ensure an effective response on the ground. The ETS relied on its wide global partnership network to continuously provide shared connectivity services in Northeast Nigeria. Five experienced technicians from Ericsson Response were deployed, one each month, from March until October to solve internet connectivity issues at the International Humanitarian Partnership base camp – known also as Red Roof – in Maiduguri.

In addition, a security telecommunications specialist from the Swedish Civil Contingencies Agency, joined the ETS team in August for six months to strengthen capacity of humanitarian actors on the efficient use of radio services.

Results

The Logistics Sector provided support for government-led coordination and to the humanitarian community by maintaining an open forum for discussion and addressing logistics issues as they arise, by providing logistics guidance and advice and by promoting joint planning. As an example, the Logistics Sector Contingency Plan was prepared for the rainy season (June to September) which was consulted and shared with the Logistics Sector participants, highlighting both a pre-positioning strategy and access options.

Logistics Sector coordination meetings took place every two weeks in Maiduguri and in other locations as relevant. In 2017, 25 meetings were held in Maiduguri (23), Monguno (1) and Abuja (1) with an average of 16 different United Nations (UN) agencies and non-governmental organizations (NGOs) attending at each meeting. It is envisaged that in 2018 meetings in the Nigerian capital will be held at a quarterly basis to enable donors and the line ministry for the Logistics Sector, the Ministry of Interior, to attend more regularly.

A total of 51 humanitarian organizations benefited from Logistics Sector coordination and services, including attending meetings, using and sharing information management products, participating in training and using common logistics services.

Since November 2016, the Logistics Sector facilitated over 10,000 truck movement requests carrying relief cargo, out of which over 6,000 with military escort, on behalf of 25 organizations, enabling partners to deliver comprehensive inter-sectoral assistance plans to people in need in the worst affected areas.

The Inter-Agency Logistics Base in Maiduguri, in coordination with the United Nations Humanitarian Air Service (UNHAS), provided air cargo consolidation service to facilitate humanitarian response in the Northeast. *Première Urgence Internationale* (PUI) collected air cargo from any agency location in Maiduguri and transported it to the Inter-Agency Logistics Base for consolidation prior to delivery to Maiduguri airport for air transport via UNHAS. Since February 2016, when the service was established, 19 organizations used the air cargo consolidation service.

In locations where common storage facilities are not necessary or a partner to manage such facilities could not be identified, the Logistics Sector provided mobile storage units (MSUs) on loan to organizations for their own use. In 2017, the Logistics Sector loaned four MSUs to three organizations in three locations: in Maiduguri, Damaturu and Banki.

The Logistics Sector maintained a robust information platform by sharing updated information on the operating environment with actors involved in the emergency response, and establishing a repository for logistics information on the dedicated Nigeria Operation webpage on the Logistics Cluster website to ensure a coordinated and effective response. In 2017, 85 information products were produced and shared, including maps, operation overviews, meeting minutes, snapshots, updated concept of operations and standard operating procedures.

Geographic Information Systems (GIS) capacity was strengthened by seconding a GIS Officer from iMMAP (stand-by partner) until the end of June 2018. For example, based on an extensive road data collection, including over 60 interviews with transporters and drivers, a physical access constraints map was published in November. Since September 2016, 17 Logistics Sector maps were produced and 719 map print-outs have been delivered to partners.

Through its mailing list the Logistics Sector communicated to 241 actors belonging to United Nations (UN) agencies, non-governmental organizations (NGOs), donors and government representatives involved in the emergency

response.

During 2017, the Emergency Telecommunications Sector (ETS) deployed a full-time coordinator in Maiduguri and a dedicated Information Management Officer, based in Dubai with frequent missions to Maiduguri, sharing regular and accurate operational information and products with partners and the wider response community.

Internal WFP information technology (IT) task forces were held twice a month and minutes produced and shared. Global ETS/Emergency Telecommunications Cluster (ETC) calls were held once a month and minutes produced as a way of sharing updates with partners, identifying gaps and challenges, and avoiding duplication of efforts. To increase the advocacy activities of the sector's activities, the ETS participated in frequent Logistics Sector Working Group meetings organized locally in Maiduguri and in other sectors' local meetings. In addition, situation reports were produced monthly and ETS Nigeria services maps were updated as activities evolved to clearly show which services were available and where.

Eighty-three information management products were developed and distributed in 2017 including meeting minutes, situation reports, ETS services maps, factsheets and minutes from local and global ETS teleconferences. In addition, the ETS developed operational infographics and services brochures for the humanitarian community. The ETCluster.org website acted as a repository of operational information for those humanitarian actors involved in the IT response in Nigeria.

In October 2017, the ETS engaged with the main mobile network operators in the Northeast (MTN, Airtel, Glo and Etisalat/9mobile) to gather information on the coverage of their voice and data services to produce a map to be shared with humanitarian actors to support their relief activities.

The ETS upgraded the existing security telecommunications services in Maiduguri operational local government areas (LGAs) and Damaturu to contribute to a safer delivery of humanitarian aid. The ETS supported the establishment of the main Communications Centre (COMCEN) in Maiduguri at the International Humanitarian Partnership (IHP) base camp. The ETS followed the IHP/International Organization for Migration (IOM) humanitarian hubs deployment plan to provide shared communications services in Northeast Nigeria. As part of this project, the ETS provided the humanitarian community with Very High Frequency (VHF) radio communications infrastructures, including the deployment of fully equipped COMCENs, at the humanitarian hubs in Gwoza, Bama, Dikwa and Ngala. In 2017, the ETS also sponsored the recruitment of 18 radio operators for the equipped COMCENs in Borno and Yobe states. The recruitment process is partially completed and nine radio operators are due to start on 1 January 2018. The remaining nine positions will be filled as soon as qualified candidates will be identified.

In the last quarter of 2017, the ETS rolled out the first phase of the Digital Mobile Radio (DMR) project. During that phase, humanitarian actors can reach the Maiduguri equipped COMCEN without changing channels when moving across Maiduguri, as two repeater sites have been linked up. The ETS reconfigured the United Nations Department of Safety and Security (UNDSS) handheld and vehicles radios and UNDSS is currently using the DMR network to conduct the daily radio check with the COMCEN in Maiduguri.

To complement the ETS security telecommunications services, the ETS is providing an Iridium Push-To-Talk (PTT) network coverage area of 300,000 km² across Northeast Nigeria and the bordering areas of Niger, Chad and Cameroon as well as Abuja. Iridium PTT is a long-distance radio telephone that covers long distances using the satellite as a repeater. These satellite-based voice services provided by the Iridium PTT solution are proven to be reliable in Northeast Nigeria, supporting humanitarian operations in deep field locations where services provided by local mobile network operators are not available. To date, 60 devices from WFP, World Health Organization (WHO) and United Nations Children's Fund (UNICEF) in Nigeria and 6 devices from WFP Niger are using the Iridium PTT coverage area managed by the ETS. In October 2017, the ETS launched a survey to identify the main advantages and challenges of Iridium PTT solution, as currently it is not part of the standard ETC service catalogue and might be considered in future emergency operations.

Throughout 2017, the ETS has been continuously conducting radio training and radio programming activities for the humanitarian community in Northeast Nigeria. Over 520 staff members from 24 humanitarian organizations in Maiduguri, Damaturu, Ngala, Gwoza and Bama, including drivers, security officers and radio operators were trained on security telecommunications standard procedures. In September 2017, the ETS delivered an ETS Analogue/Digital Radio training in Maiduguri to 11 humanitarian actors from eight organizations to enhance their skills in the deployment and maintenance of digital radio technology. The ETS managed to reprogramme 740 handheld radios from 21 organizations to ensure they were able to utilise ETS security telecommunications services efficiently.

In February 2017, the ETS deployed internet connectivity services at the IHP base camp in Maiduguri, with support by the Government of Luxembourg on an in-kind basis. WFP guaranteed an 8 MB connection in Maiduguri, while a bandwidth of 2 MB in other humanitarian hubs. As of 31 December, 647 humanitarian actors from 52 organizations have accessed these internet services to support their operations. This was overachieved since more people

accessed ETS internet services compared to the plan based on humanitarian presence in 2016, which increased dramatically in 2017.

In addition, ETS internet services were deployed at the humanitarian hubs in Ngala, Gwoza, Dikwa and Bama to ensure humanitarian actors could deliver their activities efficiently in areas where services from local Internet Services Providers (ISPs) are highly unreliable or non-existent. Each of these hubs has capacity to accommodate 15 humanitarian actors at a time and non-residents can also visit the hubs to access ETS shared communications services. During the first week of December, the ETS provided internet connectivity services to: 89 humanitarian actors from 12 organizations in Gwoza; 115 humanitarian actors from 12 organizations in Bama; 140 humanitarian actors from 12 organizations in Dikwa; and 49 humanitarian actors from 10 organizations in Ngala.

Although the initial ETS plan comprised the deployment of charging stations at the humanitarian camps, this activity was not carried out to avoid duplication of efforts as IHP provided power solutions in the camps as part of the standard hub setup.

Performance Monitoring

The WFP-led Logistics Sector maintained a systematic output monitoring system for logistics services facilitated, tracking data on both the tonnage and volume of cargo transported and stored, and the number of organizations supported. All information was tracked and recorded through a centralised online system, the corporate Relief Item Tracking Application (RITA), ensuring accuracy and consistency across different hubs.

Other project Key Performance Indicators (KPIs) were measured through participation levels in Logistics Sector activities, and through user surveys. The Logistics Sector produced monthly operations overviews, including progress reports and monthly infographics covering activities. To strengthen transparency and accountability, a user satisfaction survey was conducted in February 2017, the results of which were shared with all Logistics Cluster partners. The exercise provided an opportunity to identify additional needs and capacity gaps among partners, to collect feedback on the services facilitated by the Logistics Sector, and to consolidate recommendations to improve Logistics Sector's strategy.

In 2017, the Emergency Telecommunication Sector (ETS) maintained a systematic output monitoring system to track the progress of its project activities through a set of KPIs.

The Wireless LAN in Disaster and Emergency Response (WIDER) system from the Emergency Telecommunications Cluster (ETC) partner Ericsson Response was deployed at the humanitarian hub in Maiduguri to support monitoring activities. This solution allowed the ETS to keep track of the number of humanitarian actors accessing internet services and manage efficiently the connectivity network. To manage the internet network in the five humanitarian hubs in remote operational areas across Borno State, the ETS implemented a procedure to control access to internet services. This consists in a manual registration of users on the ETS network by the camp manager of the humanitarian hub. User reports from the hubs are shared with the ETS team on a weekly basis.

ETS team members carried out frequent field missions to assess the existing communications services and infrastructure and to follow up on the ETC services deployed at the humanitarian hubs in Borno State to receive direct feedback from the users and humanitarian hubs' managers.

To increase accountability to users and partners, the ETS launched an online user satisfaction survey in August 2017 to gather feedback from partners on how well the sector was fulfilling its mandate, if partners' needs were being met on the ground and what the ETS could do to improve its effectiveness. The survey resulted in an overall user satisfaction rate of 96 percent across the core ETS services (Internet connectivity and security telecommunications services) provided in Northeast Nigeria. The survey also highlighted a thorough satisfaction with internet, very high frequency (VHF) radio, high frequency (HF) radio and other satellite/radio based services.

In collaboration with the Logistics Sector, the ETS launched a joint needs assessment survey in April 2017 to assess the evolving needs and to better address the telecommunications gaps in Northeast Nigeria.

Logistics Sector facilitating emergency aid cargo movement in response to a fire at an IDP camp

On 18 April 2017, due to a fire incident at the internally displaced person (IDP) camp in Monguno, Borno State, 218 Households lost self-made shelters and other personal ignitable items. "At the time, it had been extremely challenging to find the relief items to respond to the emergency due to the lack of pre-positioned stocks," explains Rafaëlle Robelin, Shelter/Non-Food Items (NFI) and Camp Coordination and Camp Management (CCCM) Sector

Coordinator. "The ability to bring the necessary NFIs, such as blankets, mats, kitchen sets, and water, sanitation and hygiene (WASH) kits to Monguno as fast as possible was crucial to effectively support the families affected by the fire."

The Logistics Sector facilitated the rapid processing of emergency cargo movement notification clearance to enable the fast delivery of relief items in response to the fire at the IDP camp.

Following the incident, Action Against Hunger (ACF) requested the Logistics Sector to facilitate the movement of 30 trucks with WASH items. It was the first successful testing of the emergency notification procedure, negotiated by the Logistics Sector with Nigerian Armed Forces (NAF), which allows for expedited notification clearances in emergencies and unforeseen critical needs. As a result, ACF was able to move the relief items from Maiduguri to Monguno within 24 hours of the fire.

Coordination of humanitarian cargo movement by the Logistics Sector in northeast Nigeria ensures the continued and timely delivery of relief items for humanitarian organizations. Since November 2016, the Logistics Sector has consolidated close to 10,000 cargo movement notification forms and coordinated escorts, supporting 25 organizations.

Figures and Indicators

Data Notes

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A busy day at the Inter-Agency Logistics Base in Maiduguri: 3,188 mt of fertilizer, 1,967 mt of millet seeds and 3,850 mt of sorghum owned by FAO is being dispatched for distribution in Gubio, Kaga and Maiduguri Metropolitan Area. *Première Urgence Internationale* (PUI), who is managing the facility on behalf of the Logistics Sector, provides casual labour for truck loading.

Project Indicators

Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
SO1: Special Operation (ICT)				
Number of ETC meetings conducted on local and global levels	instance	48	31	64.6%
Number of UN agency/NGO staff members trained in radio communications	individual	120	533	444.2%
Number of operational areas covered by common security telecommunication network	operational area	6	6	100.0%
Number of operational areas covered by data communications services	operational area	6	5	83.3%
Number of operational areas covered with charging stations	operational area	6	-	-
Number of radio-rooms (COMCEN) established	radio room	3	6	200.0%
SO1: Special Operation (Logistics)				
Number of agencies and organizations using Logistics coordination services	agency/organization	27	44	163.0%
Number of organizations contributing to pipeline/planning, logistics assessment and/or capacity information to be shared	agency/organization	13	12	92.3%
Number of organizations utilizing storage and cargo consolidation services	agency/organization	13	30	230.8%
Organizations participating in Logistics Sector activities (coordination, information management, or logistics services) responding to a user survey with a satisfaction rate of 85% or above	agency/organization	85	82	96.5%
Percentage of service requests to handle, store and/or transport cargo fulfilled	%	85	100	117.6%