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<http://www.wfp.org/countries>  
**SPR Reading Guidance**



**Logistics augmentation and coordination for humanitarian corridors into Central African Republic**  
**Standard Project Report 2017**

World Food Programme in Senegal, Republic of (SN)



**World Food Programme**

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## Regional Context

Since December 2013, intense violence, insecurity and widespread human rights abuses forced hundreds of thousands of people in the Central African Republic (C.A.R.) to flee their homes in search of safety. Despite subsequent sporadic escalations in violence since 2013, C.A.R. had slowly begun to recover from the crisis and transition into relative stability towards the end of 2016. However, in 2017, the country has experienced a severe uptick in conflict across the country, leaving it on the brink of a humanitarian crisis with an estimated 2.1 million people who are food insecure, of which 268,000 are severely food insecure, affected by food insecurity [1], and forcing further displacement internally and into neighbouring countries. In response to the violence inside C.A.R. and the subsequent displacement in Cameroon, Chad, the Democratic Republic of the Congo (DRC) and the Republic of the Congo (RoC), WFP activated the Regional EMOP 200799 in January 2015. This operation addressed the urgent needs of internally displaced persons (IDPs), refugees, returnees and host communities as well as severely affected local populations in these five countries.

In January 2016, Regional Special Operation 200934 was launched to complement the Regional EMOP 200799 and Special Operation 200997, allowing WFP and the humanitarian community to optimise the use and capacity of the logistics corridors for the transportation of humanitarian cargo into C.A.R. through enhanced regional coordination, as well as an increasing storage and transport capacities across strategic locations.

In the latter half of 2016, humanitarian corridors into C.A.R. began to stabilize with the overall stabilization of the security situation in the country. As such, Regional Special Operation 200934 was re-oriented in the course of 2017 to focus on enhancing the emergency preparedness capabilities of national government entities. Alongside this, the operation's geographical focus was expanded to assess humanitarian corridors supplying the countries affected by conflict in the Lake Chad Basin (Cameroon, Chad, Niger and Nigeria). The security situation in the Lake Chad Basin has continually deteriorated over the last years with the intensification of the violent conflict between Boko Haram and the military with millions displaced and famine-like conditions affecting 55,000 people in Northeast Nigeria [2].

[1] WFP, Emergency Food Security Assessment, December 2016.

[2] Office for the Coordination of Humanitarian Affairs (OCHA), Lake Chad Basin Emergency – 2017 Revised Requirements and Response Strategy, September 2017.

# Project Results

## Activities and Operational Partnerships

Special Operation 200934 aimed to provide three interrelated improvements to address inefficiencies in the existing supply corridors for humanitarian responses through: (i) reinforcing supply routes to Bangui – road and rail combination via Belabo in Cameroon, Ubangi river way from the Democratic Republic of the Congo (DRC) and potential entry points from Chad; (ii) augmenting logistics capacity, warehouse facilities and transport fleet in critical locations (Belabo, Bouar, Bangui, DRC) along the new supply routes; and (iii) ensuring an organized and harmonised use of the supply corridor through enhanced coordination at the regional level.

Two budget revisions were undertaken throughout the year to ensure the implementation of the special operation activities. Budget revision 1 extended the project by 12 months, from January to December 2017, to ensure strategic alignment with the Central African Republic (C.A.R.) operational needs while continuing to provide critical optimisation of corridors through Cameroon, Chad, DRC and the Republic of the Congo (RoC).

Due to the relative stabilization of the main entry corridor for C.A.R. in the latter half of 2016, under budget revision 2, WFP shifted the project focus on enhancing the emergency preparedness capacity of national government entities with a wider application to mitigation activities across the Lake Chad Basin, including Cameroon, Chad, Niger and Nigeria, while continuing activities in C.A.R.

In 2017, WFP implemented three main activities through the regional special operation.

### Supply and Logistic Working Groups

Building further on the gains made in regional supply chain coordination through this special operation, WFP continued to promote activities through country level Logistics Cluster in C.A.R., Logistics Sector in Nigeria and the Supply and Logistics Working Group (SLWG) in Cameroon. WFP supported the improvement of coordination mechanisms by promoting supply chain coordination with humanitarian actors and government partners, thereby improving preparedness activities.

In coordination with the Office for the Coordination of Humanitarian Affairs (OCHA), the first SLWG was established in December 2016 in Yaoundé to address logistics coordination nationally and improve information management across all actors.

Regional workshops and fora were conducted to reinforce coordination among the different actors in the SLWG. This included trainings and/or presentations on: (i) Civil-Military Coordination Mechanisms, Military and Civil Defense Assets roles and humanitarian access (with the support of WFP Access Support unit at headquarters level); (ii) overview of the United Nations Humanitarian Response Depot (UNHRD) functions and capacities, in coordination with the UNHRD; (iii) WFP Emergency Preparedness and Response (EPR) package and the “Strengthening WFP Emergency Preparedness for Effective Response” policy paper, approved by WFP Executive Board in November 2017.

In addition, WFP aims to support the creation of SLWG in each country of the Lake Chad Basin area, by focusing on three major objectives: (i) assessing supply chain gaps in national food supply chains. As WFP moves along the spectrum from delivering to enabling others to deliver, there is need for more comprehensive assessments to capture critical information pertaining to performance gaps in national supply chains. Through SLWG, WFP country offices engage directly with respective governments during the Country Strategic Plan (CSP) preparation. The Country Capacity Strengthening approach helps to identify gaps in the country's supply chain and formulates possible corrective measures; (ii) improving national institutional supply chains. Services are offered at the request of governments and, in some cases, other actors. Services may include system provision or enhancement of current systems, introduction of new technologies, training and infrastructure augmentation. To this end, WFP supports the implementation of activities through direct support and/or ad hoc trainings, thus improving supply chain performance of national assistance programme; and (iii) supporting national agencies to strengthen EPR mechanisms at local, national and/or regional levels. In line with the EPR policy, WFP supports national and local governments, regional bodies and local communities in achieving respective national/local priorities by supporting their ability to implement EPR packages. Moreover, WFP focuses on partnership building at all levels to progressively reduce the need for operational support from WFP.

### Logistics Assessments of the Corridors

The special operation reviewed supply chain infrastructures in the targeted countries to strengthen the country office's supply chain baseline data used for EPR planning with national governmental partners. Assessments have been undertaken in different areas to identify market and/or environmental trends, drivers and projections.

Anticipation of predictable risks and forward expectations informed and improved the agility of the supply chain to respond to in-kind or cash-based transfers (CBT) supply chain needs.

This review and identification of opportunities and constraints supported the country offices in their preparation of the CSP, in particular for the development of the country office EPR Advanced Preparedness activities. Furthermore, through the special operation, WFP formulated relevant terms of reference guiding host governments in the preparation of the national country strategic review.

Logistics assessments of the corridors aimed to establish regional mapping of the WFP supply chain for the Lake Chad Basin countries. This would allow WFP regional bureau to set scenarios based on the current logistics capacities; optimise cost efficiency and lead time of the current supply chains; coordinate and communicate with country offices and other counterparts on current logistics capacities; and assess supply chain gaps. To this end, the assessments were organized into three components: (i) Port assessments, to obtain a clear view of the key governmental and commercial stakeholders, external and internal factors, and maximum capacity per cargo for the ports of Douala, Kribi, Lagos, Cotonou, Lomé, Tema and Abidjan; (ii) Infrastructure assessments, to assess the land access from the ports to the main delivery points of the food supply chains within the corridors, including the road and railway infrastructure across the Lake Chad Basin countries as well as Togo, Benin, Ghana and Cote d'Ivoire; and (iii) Transport assessments, to review the economical transport situation from Cotonou, Lomé, Lagos and Douala port/corridor to final delivery points in the Lake Chad Basin countries. Therefore, WFP conducted a comprehensive market assessment of transport networks, and established supply chain costs to expand the knowledge of the freight market and potentially enlarge the shortlist of transporters and freight forwarders while also reviewing, where available, the CBT vendors, wholesalers and transporters capacities.

### **Emergency Preparedness and Response Capacity Strengthening**

Through the special operation, WFP continued to build on its strong foundation in emergency preparedness and engage in longer-term planning with an aim to strengthen the capacity of individual country offices by supporting them to implement activities themselves. As such, Special Operation 200934 developed and delivered two training packages.

The first package was a three-day Supply Chain National Capacity Strengthening EPR (SC-NCS-EPR) training. It was delivered in partnership with Bioforce Institute, a commercial logistics services provider, to national government emergency supply chain actors in Nigeria and C.A.R. The training introduced both WFP and the wider humanitarian community's supply chain actions during an emergency response, and focused on educating participants on humanitarian principles applied within supply chain management as well as EPR coordination and mechanisms (processes, tools and monitoring).

A post-training mechanism was set up with Bioforce Institute to monitor the impact of the trainings for the national counterparts. This process contains three components: (i) an on-site evaluation to capture the benefit at the end of the training; (ii) individual action plans to be done within two months of the training sessions; and (iii) individual coaching (one hour per participant) six months after the training sessions.

The second package was a three-day Country Office Supply Chain EPR (CO-SC-EPR) workshop, delivered to WFP's supply chain members in Nigeria and C.A.R. respectively. The objectives of the CO-SC-EPR workshop were to develop the skills of the participants on SC-EPR usage in terms of principles, processes, package and tools as well as to improve the CO-SC unit's capacity to prepare and respond to emergencies and then increase the collaboration between CO-SC unit and supply chain national counterparts.

Both packages contain a specific focus on protection and gender-based violence (GBV) awareness from the early phase of emergency preparedness. These topics are shared with national counterparts as well as WFP members to ensure that protection and GBV are taken into consideration in the different phases of the projects, from the risk assessment to the concept of operations.

In 2018, WFP will extend the two aforementioned trainings to the remaining Lake Chad Basin countries (Niger, Chad and Cameroon).

## **Results**

As part of the Special Operation 200934, WFP achieved a number of results through its different set of activities.

### **Supply and Logistic Working Groups**

In the Supply and Logistics Working Group (SLWG), WFP improved the existing logistics coordination within Cameroon and supported the coordination at the Central African Republic (C.A.R.) level through the Logistics Cluster in Bangui. Dedicated staff supported the creation of a humanitarian supply chain coordination mechanism



in Yaoundé to include operational support, and improved information management following the *modus operandi*.

The structure of the Global Logistics Cluster was promoted in Cameroon for the benefit of all humanitarian supply chain operators. Opportunities for cost sharing throughout supply chain operations were explored through a common service provision where it is cost effective.

Furthermore, the Cameroon Logistics Capacity Assessment (LCA) was edited and submitted to WFP headquarters, courtesy of Logistics Cluster, for publication on the Digital Logistics Capacity Assessment database in January and February 2017. The main outcomes of the LCA include the updated status of the Cameroon country profile, including information on national infrastructure, services and supply.

Notes for record have also been published online on a dedicated public platform since the creation of the forum. Since December 2016, SLWG organized monthly meetings focusing on a variety of supply chain topics, including the establishment of a Task Force for the development of the 2017 Action Plan, the consolidation of information management within an online platform, and the coordination of the emergency preparedness and response (EPR).

### **Logistics Assessments of the Corridors**

Reports have been provided, compiled, analysed and presented during the regional EPR supply chain workshop in Dakar. These reports provided valuable information on the current performances of the corridors, especially on ports, sea freight transportation and warehousing capacities, as well as highlighting logistics and supply chain gaps.

One of the main findings from the assessments include the identification and potential use of the Port of Kribi in Cameroon. This port is not yet fully operational, despite it contains two terminals, one dedicated to containerised cargo with a maximum capacity of 350,000 teu/year [1], while the second terminal is polyvalent and can supply up to 1,000,000 mt/year. The Kribi port facilities are thus an option which could be developed into a major hub for WFP in West and Central Africa.

Another option to explore would be jumbo bags conditioning, which could represent an alternative to bulk cargoes. This solution would prevent food cargo from transportation losses and reduce lead time, and therefore increase delivery efficiency to final destinations.

However, the economic transportation assessment undertaken did not provide a detailed view on the food supply chain within the Lake Chad Basin countries. Therefore, to establish an accurate full mapping of the supply chain capacities of these countries, an additional need assessment on the economical transport situation will be conducted in 2018.

### **Emergency Preparedness and Response Capacity Strengthening**

As part of the assessments conducted following the implementation of the Supply Chain National Capacity Strengthening EPR (SC-NCS-EPR) training, 36 participants (6 women and 30 men) were trained on EPR package. According to the assessments conducted at the end of the training sessions, participants highlighted a general satisfaction for the training (90.5 percent), and the objectives of the trainings were achieved at 86.5 percent. One of the points that has been raised is the benefit in terms of coordination with WFP on EPR mechanisms.

Through the Country Office Supply Chain EPR (CO-SC-EPR) training, WFP trained 40 participants (8 women and 32 men) on EPR package. Participants highlighted a general satisfaction for the training (88.3 percent), while outlining the need for a regional supply chain coordination with national counterparts through SLWG. Thus, WFP will ensure that this coordination is in place in C.A.R. and Nigeria.

Coordination for the EPR mechanism between the supply chain members (national disaster management authorities, WFP, the private sector, the International Federation of the Red Cross, national and international non-governmental organizations and United Nations agencies) was increased through a full day desk exercise.

Additional results will be provided by the commercial logistics services provider, allowing to monitor the satisfaction rate and the first results of the post training process.

The project did not conduct all planned trainings due to delays in the procurement process. As mentioned, the remaining trainings will be conducted in 2018.

[1] Twenty-foot Equivalent Unit (TEU): 1 TEU is equivalent to 6.1 m.

# Figures and Indicators

## Data Notes

Cover page photo © WFP/ John Clements

Supply Chain Emergency Preparedness and Response Country Capacity Strengthening workshop in Nigeria.

## Project Indicators

### Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>CD&amp;A; Transfer-Dakar</b>				
<b>SO1: Special Operation (Capacity Development and Augmentation)</b>				
Number of Logistics Capacity Assessments developed or updated	assessment	1	1	100.0%
Number of assessments/surveys conducted	assessment	3	3	100.0%
Number of government counterparts trained	individual	100	36	36.0%
Number of staff trained	individual	100	40	40.0%
Number of technical support activities provided on food security monitoring and food assistance, by type (technical workshops, meetings at national and sub-national level)	activity	12	12	100.0%
Number of training sessions/workshops organized	training session	10	4	40.0%