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**SPR Reading Guidance**



## Provision of Humanitarian Air Services in Nigeria Standard Project Report 2018

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

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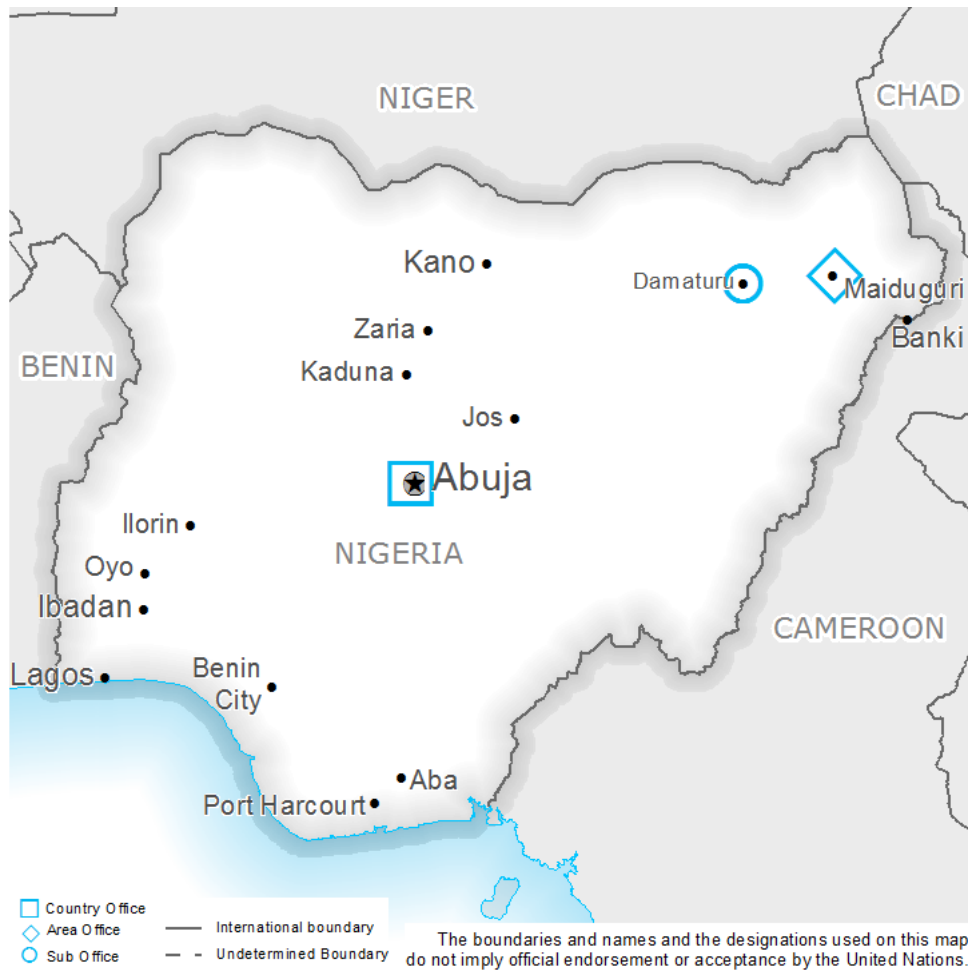
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# Country Context and WFP Objectives



## Achievements at Country Level

In 2018, amidst continued security challenges and new influxes of people displaced by the conflict in northeast Nigeria, the World Food Programme consistently addressed the immediate food needs of an average of 1.2 million vulnerable people through the lean season. This figure peaked at 1.3 million in June and reduced to 707,000 beneficiaries by December. Overall, 54 percent of assisted people were women and 60 percent were below 18 years of age. Successful resource mobilization coupled with improved planning based on lessons learned from 2017 as well as coordination within the Food Security Sector contributed to a 67-percent reduction in the number of severely food insecure people between October 2017 and October 2018 [1]. Food security and nutrition assessments, market surveys and food security monitoring informed adjustments to geographical targeting as the year progressed.

While WFP, together with its cooperating partners, scaled up and adjusted its emergency assistance to meet the needs of newly displaced persons in the affected areas of Borno state such as Bama, Dikwa, Gwoza and Pulka, it also started to transition to livelihood programming in key parts of Adamawa and Yobe states, and refocus its assistance portfolio.

In line with the evolving humanitarian response, 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 humanitarian actors to successfully access and serve vulnerable populations.

WFP and its partners continued to utilize a variety of transfer modalities and delivery mechanisms – both in-kind and cash-based transfers (CBT) – to support internally displaced persons, returnees and vulnerable host

populations, gradually moving towards cash-based transfers in new locations based on contextual analysis of functional markets, risks, beneficiary preferences as well as cost effectiveness and efficiency considerations.

Preventive nutrition approaches for children aged 6-59 months remained integrated with general food assistance and extended to pregnant and lactating women to address their increased nutrient needs.

In 2018, WFP continued to move from a status-based to a vulnerability-based approach to ensure that its assistance reached the most vulnerable people. Despite delays in implementation, WFP ensured that a strong protection lens was applied throughout the targeting process and that all vulnerable groups, including households headed by women were actively involved in all stages including membership in the targeting committees, selection of targeting criteria, complaints and feedback mechanism and registration of targeted households.

During the lean season, for the second year running, WFP's food assistance was combined with the Food and Agriculture Organization's agricultural input support to smallholder farmers. This initiative ensured that WFP's beneficiaries who had access to land were able to cultivate their farms during the rainy season with a view to achieving self-sufficiency.

In line with its Memorandum of Understanding with Nigeria's National Emergency Management Agency (NEMA), WFP supported NEMA during the flood situation which affected 12 states throughout the country during the third quarter of the year. WFP enhanced its emergency preparedness and provided technical support to the Office of the United Nations High Commissioner for Refugees (UNHCR) in view of the 30,000 Cameroonian refugees who had been registered in Cross River, Benue and Taraba states.

WFP Nigeria marked two years of operation as a fully-fledged country office in August 2018 and continued to place emphasis on the recruitment of highly qualified national staff to support the regional emergency operation. The country office enhanced its capacity in the field of protection, cash-based transfers, monitoring and evaluation and social protection. Important progress was made in training staff in WFP policies, systems and procedures, as well as in ensuring that WFP vendors and partners were sensitized to the principles of prevention of fraud, corruption and sexual exploitation and abuse; prevention of harassment, sexual harassment and abuse of authority; as well as ethics and standards of conduct.

A series of consultations allowed WFP Nigeria to align its Country Strategic Plan 2019-2022 with Government and partner strategies and to identify areas where WFP can add most value.

[1] FICHE REPORT: Cadre Harmonisé for Identification of Risk Areas and Vulnerable Populations in Sixteen (16) States and the Federal Capital Territory (FCT) of Nigeria - October 2018 Available online at <https://fscluster.org/nigeria/document/fiche-report-cadre-harmonise>

## Country Context and Response of the Government

Nigeria is the most populous country in Africa, home to over 198 million people, 49.4 percent of whom are women and most under 30 [1]. The United Nations Department of Economic and Social Affairs predicts that by 2050 Nigeria will become the third most populated country in the world [2]. One in five households is headed by a woman [3]. Nigeria achieved lower-middle income status in 2014 and is Africa's largest economy [4]. Persistent inequalities and poverty are particularly marked in the northeast and northwest of the country [5]. Poor maternal nutrition, insufficient infant and young child feeding practices, limited access to diverse, nutritious food and inadequate health services are major underlying causes of child undernutrition. Over 40 percent of children aged 0–59 months are chronically malnourished (stunted), 11 percent are acutely malnourished and 32 percent are underweight [6]. The prevalence of hunger in rural areas is associated with low agricultural productivity, poor infrastructure, including transport and banking, limited access to safe water, sanitation and hygiene, inadequate health and education services and gender inequalities. Nigeria has the second largest HIV epidemic globally, the highest number of paediatric cases in the world and 51 percent of the HIV burden of the African continent [7].

Conflict in the northeast of Nigeria has displaced almost 2 million people over recent years: 27 percent are children under 5 years, 79 percent are women and children and 54 percent are female [8]. The conflict impacts women, men, boys and girls differently, with women and girls being marginalized in the post-conflict peace-building process. Overall, 60 percent of the ten million school-aged children who are out of school are girls [9]. Nigeria ranks 118th out of 134 countries on the Gender Equality Index [10]

WFP re-established its presence in Nigeria in mid-2016 upon the request of the Nigerian Government, in order to provide targeted food security and nutrition assistance to conflict-affected populations in the three northeastern states of Borno, Yobe and Adamawa.

Nigeria's Economic Recovery and Growth Plan 2017–2020 [11] prioritizes agriculture and food security and sets out the Government's commitment to funding social safety nets throughout this period. The associated 2017 Budget of

Recovery and Growth allocates funding for a countrywide social investment programme that focuses on job creation, home-grown school feeding and cash transfers to vulnerable populations.

The Agricultural Promotion Policy 2016–2020, referred to as “the green alternative”, aims to address challenges that limit food production and improve food quality standards.

In 2017, the Government of Nigeria unveiled a ten-year food security and nutrition strategy for the agriculture sector. The strategy, which covers the period 2016-2025, includes nutrition-sensitive interventions in agriculture, social protection and education and plans to provide locally processed nutritious foods to children as well as pregnant and lactating women and girls (PLWG).

Priorities for improving food and nutrition security are detailed in various national policy documents such as the National Policy on Food and Nutrition, the National Strategic Plan of Action for Nutrition 2014–2019 and the Agricultural Sector Food Security and Nutrition Strategy 2016–2025.

The Buhari Plan [12], managed by the Presidential Committee on the North East Initiative, guides all interventions in northeast Nigeria and serves as the Government's blueprint for humanitarian relief, socio-economic stabilization as well as the return and resettlement of displaced persons, harmonizing the activities of all stakeholders involved in the response.

The Federal Ministry of Women's Affairs and Social Development has developed a draft national gender policy that addresses five priority areas. The policy is pending validation.

The multi-stakeholder Zero Hunger Strategic Review completed in January 2017 reiterates the Government's commitment to the 2030 Agenda for Sustainable Development and recommends actions to end hunger and malnutrition in Nigeria by 2030 through food self-sufficiency, improved agricultural production, better youth employment and gender and nutrition mainstreaming.

The Government of Nigeria has identified sustainable peace-building as critical to rebuilding northeast Nigeria. To achieve this, the Government is taking a conflict-sensitive approach to humanitarian and development initiatives by ensuring community participation, ownership and inclusiveness. The Presidential Committee on the North East Initiative adheres to the principles of the New Way of Working by promoting broader partnerships among humanitarian and developmental actors, governments, NGOs and private sector actors, and by creating a pathway for stakeholders to work progressively together to better meet humanitarian and developmental needs.

In 2018, WFP built on existing partnerships to support Nigeria in improving its emergency preparedness and capacity to respond to food security and nutrition crises and strengthen its early warning systems. WFP adopted a gender-transformative approach that reflected the needs of women, men, girls and boys. The focus was put on the provision of life-saving emergency assistance through general food distribution, the prevention of malnutrition and introduction of income-generating support to promote self-reliance. WFP mainstreamed protection throughout its work, supported by a solid understanding of the operational context, including through protection analysis. WFP ensured that affected populations (women and men) were consulted throughout all stages of the programme cycle.

[1] The sex ratio of the total population in 2017 was 1.030 (1,030 males per 1,000 females) (see <https://countrymeters.info/en/Nigeria>), which is higher than the global sex ratio for the same year of 1,016 males to 1,000 females (see <https://www.un.org/development/desa/publications/world-population-prospects-the-2017-revision.html>).

[2] United Nations Department of Economic and Social Affairs. 2017. *World Population Prospects* Available at <https://www.un.org/development/desa/publications/world-population-prospects-the-2017-revision.html>.

[3] National Population Commission and ICF International. 2014. *Nigeria 2013 Demographic and Health Survey: Key Findings*. Available at <https://dhsprogram.com/pubs/pdf/sr213/sr213.pdf>.

[4] International Monetary Fund. 2017. *World Economic Outlook: Seeking Sustainable Growth: Short-Term Recovery, Long-Term Challenges*. Available at <https://www.bookstore.imf.org/books/title/world-economic-outlook-october-2017#>.

[5] National Population Commission and ICF International. 2014. *Nigeria 2013 Demographic and Health Survey: Key Findings* Available at <https://dhsprogram.com/pubs/pdf/sr213/sr213.pdf>.

[6] National Bureau of Statistics and Ministry of Budget and Planning. *Nigeria - Multi-Indicator Cluster Survey (MICS5) 2016–17, Fifth Round* Available at [https://nigerianstat.gov.ng/nada/index.php/catalog/57/related\\_materials](https://nigerianstat.gov.ng/nada/index.php/catalog/57/related_materials).

[7] United Nations Joint Programme on HIV/AIDS (UNAIDS). 2018. *Miles to Go: Closing Gaps, Breaking Barriers, Righting Injustices* Global AIDS Update 2018. Available at <https://www.aidsdatahub.org/miles-go%E2%80%94closing-gaps-breaking-barriers-righting-injustices-unhcr-2018>.

[8] Nigeria | Displacement - Displacement Tracking Matrix <https://displacement.iom.int/nigeria>

[9] National Population Commission of Nigeria and ICF International. 2014

[10] United Nations Sustainable Development Partnership Framework, Framework of UN system and Government of Nigeria partnership priorities from 2018 to 2022 available online at <http://www.ng.undp.org/content/nigeria/en/home/library/knowledgeproducts/un-sustainable-development-partnership-framework-2018-2022.html>

[11] Available at <http://www.budgetoffice.gov.ng/index.php/economic-recovery-growth-plan-2017-2020>.

[12] <http://pcni.gov.ng/the-buhari-plan/>

## WFP Objectives and Strategic Coordination

In 2018, WFP delivered its humanitarian and recovery assistance in northeast Nigeria in alignment with national priorities and in coordination with government actors and strategic partners through a regional Emergency Operation and two Special Operations.

Through regional Emergency Operation (EMOP) 200777, WFP food assistance in northeast Nigeria addressed acute food insecurity of internally displaced persons, in camps and host communities, through general distributions using in-kind and cash-based transfers, integrated with a 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, including in kind assistance, cash-based transfers and capacity strengthening. WFP integrated protection, gender and accountability to affected populations considerations in its interventions and adopted measures to strengthen gender mainstreaming across all levels of operations with the aim of promoting gender equality and women's empowerment through food security and nutrition programmes.

Special Operation (SO) 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 allowed the Emergency Telecommunications Sector to provide telecommunications services where basic infrastructure was limited, and to deploy and upgrade security telecommunications equipment in the 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, were essential to access remote and hard-to-reach areas in northeast Nigeria.

Besides leading the Logistics and Emergency Telecommunications Sectors, WFP participated in other sectors such as nutrition, livelihoods and protection.

In addition to the three operations mentioned above, WFP Nigeria also launched two immediate response preparedness projects for situations outside of the northeast: Immediate Response Preparedness Activity (IR-PREP) 201133 carried out the emergency food security and nutrition rapid assessment and enhanced preparedness for the Cameroonian refugee situation in the southeast of Nigeria, while IR-PREP 201142 provided technical support to Nigeria's National and State Emergency Management Agencies (NEMA, SEMA) in the areas of Vulnerability Assessment and Mapping (VAM), information management, coordination and supply chain preparedness to strengthen government capacity to respond to the flood crisis and improve readiness for a larger scale response.

Applying the "Delivering as One" approach, members of the United Nations Country Team seek to work coherently, effectively and efficiently to support Nigeria in achieving national development priorities, the Sustainable Development Goals and other internationally agreed treaty obligations and development goals.

The UN system's main objectives in Nigeria are captured in the United Nations Sustainable Development Partnership Framework 2018–2022 [1] and are divided into three result areas: governance, human rights, peace and security; equitable quality basic services; and sustainable and inclusive economic growth and development. The framework is based on Nigeria's development priorities as set out in Vision 2020 in alignment with the Sustainable Development Goals.

In 2018 WFP Nigeria prepared its five-year Country Strategic Plan (CSP) which was presented to and approved by WFP's Executive Board in February 2019. The CSP is the result of broad consultations between WFP and the Government of Nigeria, local and international humanitarian actors as well as the donor community.

[1] United Nations Sustainable Development Partnership Framework, Framework of UN system and Government of Nigeria partnership priorities from 2018 to 2022 available online at <http://www.ng.undp.org/content/nigeria/en/home/library/knowledgeproducts/un-sustainable-development-partnership-framework-2018-2022.html>

# Country Resources and Results

## Resources for Results

Despite a challenging funding environment in 2018, WFP continued to be relatively well resourced with an overall increase in donor base and resultant funding for regional EMOP 200777 in northeast Nigeria. Unlike other projects, funding for the Nigeria component of regional EMOP 200777 and single country Special Operation 201032 for the provision of logistics and emergency telecommunications services and coordination in northeast Nigeria decreased in 2018 relative to 2017, while funding for Special Operation 200834 for the provision of humanitarian air services in northeast Nigeria increased beyond the 2017 levels. Two new country-level immediate response emergency preparedness projects for the flood situation and the influx of the Cameroonian refugees in the southeast were approved by Headquarters in the last quarter of 2018.

WFP received multilateral funding in 2018 which was used to purchase commodities. The commodities purchased supported WFP's repositioning exercise during the lean season that ended in September 2018. This supported WFP's efforts to provide uninterrupted assistance to affected populations.

The security situation and access constraints in northeast Nigeria continued to be the greatest challenge for WFP in 2018. The country office continued to adjust its operations throughout the year to ensure consistent access to beneficiaries in hard-to-reach locations. This was achieved partially by expanding storage capacity in remote locations to allow the repositioning of commodities in advance of the rainy season which hinders access to some places, and by expanding contingency stocks in areas receiving large numbers of newly displaced persons.

WFP continuously sought ways to ensure that resources were used efficiently and effectively in order to deliver the best value for money. WFP advocated for early pledging of resources, increased local procurement and extensively utilized the Global Commodity Management Facility (GCMF), primarily through its hub in Kano, to ensure that resources were always available to address any anticipated supply breaks in the three conflict-affected states in the northeast of the country, namely Borno, Yobe and Adamawa.

In March 2018, the WFP area office in Maiduguri, Borno State relocated to a new office. The premises were provided rent-free by the Government of Nigeria. This move resulted in cost savings for WFP, while concurrently improved the working conditions of the staff.

Biometrics coverage under WFP's beneficiary and transfer management platform (SCOPE) increased to over 600,000 beneficiaries in 2018. This reduced the risk of duplication in beneficiary numbers, resulting in more efficient utilization of resources.

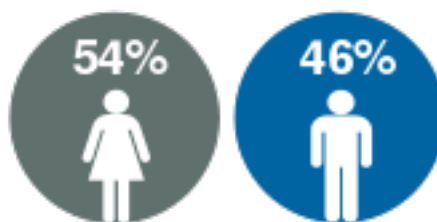
WFP's footprint as a large-scale emergency responder in the northeast formed the basis for new and expanded partnerships, with a gradual shift towards becoming a gender-responsive resilience building organization, addressing the root causes of food insecurity by building on the humanitarian-development-peace nexus.

WFP's strategic leadership in the Food Security, Logistics and Emergency Telecommunications Sectors was strengthened thanks to broad consultations with stakeholders. Partnerships with donors, government bodies, NGOs and UN agencies were strengthened, and the groundwork for the multi-year funding of the Country Strategic Plan was laid.



## Annual Country Beneficiaries

Beneficiaries	Male	Female	Total
Children (under 5 years)	146,813	146,813	293,626
Children (5-18 years)	245,126	245,126	490,252
Adults (18 years plus)	205,801	321,153	526,954
<b>Total number of beneficiaries in 2018</b>	<b>597,740</b>	<b>713,092</b>	<b>1,310,832</b>



## Annual Food Distribution in Country (mt)

Project Type	Cereals	Oil	Pulses	Mix	Other	Total
Regional EMOP	82,415	8,882	21,465	29,557	1,059	143,378
<b>Total Food Distributed in 2018</b>	<b>82,415</b>	<b>8,882</b>	<b>21,465</b>	<b>29,557</b>	<b>1,059</b>	<b>143,378</b>



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

Project Type	Cash	Value Voucher	Commodity Voucher
Regional EMOP	20,322,114	25,258,034	-
<b>Total Distributed in 2018</b>	<b>20,322,114</b>	<b>25,258,034</b>	<b>-</b>

## Supply Chain

In 2018, WFP's sourcing strategy was designed to be a mix of international and local sourcing. International sourcing focused mainly on specialized nutritious foods, while local purchases included vegetable oil, cereals, pulses and salt.

During the year, 78 percent of total food requirements (120,322 mt) of various commodities such as sorghum, bean, salt and maize valued at USD 46.1 million were procured from local markets. This allowed WFP to reduce lead times while also supporting the local economy. A proactive procurement plan coupled with the timely availability of funds allowed WFP to save 20-30 percent by buying locally during the main harvest season. The primary supply routes stretch from the ports of Lagos, Port Harcourt and Onne, the Global Commodity Management Facility (GCMF) in Kano, and in-country local suppliers to WFP storage hubs in Maiduguri and Damaturu.

In the first half of the year, the port of Lagos represented the main entry point for the internationally procured commodities. However, access to and from the port was severely affected by poor road infrastructure and the rainy season causing weeks of delays in cargo movement out of the port area and consequent high storage and demurrage costs. WFP therefore resorted to utilizing the ports of Onne and Port Harcourt as alternative entry points.

The secondary supply routes extend from the storage hubs in Maiduguri and Damaturu to final delivery points (FDPs) located in Borno, Yobe and Adamawa states. At the FDPs, food commodities were either immediately



distributed or stored at partner-managed facilities. WFP also provided storage space to humanitarian partners including United Nations agencies, international non-governmental organizations and government departments.

The security context continued to pose significant challenges to the planning and implementation of road transport operations. On routes selected by WFP movement notifications to the military and consequent military escorts are mandatory. Despite the use of military escorts, three trucks were burned. In 2018, there were 16 security-related incidents which resulted in losses of 164 mt of commodities representing approximately 0.1 percent of the total tonnage moved within the northeast of Nigeria. Actions taken by WFP to minimize the security risk included the purchase and installation of geocoded tracking devices on contracted trucks transporting WFP cargo along insecure routes.

In addition, WFP scaled up the use of cash-based transfers with unconditional assistance delivered in Maiduguri and Damaturu using e-vouchers. The retailers were assessed using WFP's Retailer Onboarding and Contracting application. In 2018, 143 retailers in total (81 in Yobe and 62 in Borno) were contracted as part of WFP's e-voucher programmes.

During the year, WFP implemented a milling and fortification initiative to locally produce fortified sorghum flour, maize grits and fortified maize flour. A pilot scheme used locally procured maize (750 mt) and sorghum (1,000 mt) for the distribution of the fortified milled cereals to the newly arrived internally displaced persons in Borno State. Quality assurance was provided by food security and quality technical experts throughout the supply chain. Positive results recorded from process monitoring and beneficiary feedback mechanisms led to an additional milling and fortification of sorghum (500 mt) for distribution in the last quarter of the year.

During 2018, WFP put additional measures in place to mitigate food safety and quality (FSQ) risks. Eight needs-based training sessions were conducted in Borno and Yobe states with 300 participants including retailers, wholesalers, WFP field monitoring staff, cooperating partners and third-party monitors. WFP's FSQ unit trained relevant stakeholders of CBT programme in different aspects of food safety and quality management procedures to help address potential food safety risks and improve food management procedures at the retailer's level.

Drawing on its pool of experts in humanitarian logistics, WFP's supply chain unit organized and led periodic trainings for its cooperating partners to strengthen their capacity in logistics. During the year, WFP organized seven training sessions on warehouse management and commodity handling. More than 160 participants from sixteen organizations including the National Emergency Management Agency (NEMA) and the State Emergency Management Agency (SEMA) have attended the three-day trainings.

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 most affected Borno State. The Logistics Sector processed approximately 500 movement notifications each month through the Nigerian Armed Forces, which corresponded to 1,500 trucks carrying humanitarian cargo to deep field locations.

As part of bilateral service provision, WFP supported the Food and Agriculture Organization in the transportation of seeds (152 mt) during the lean season.



## Annual Food Purchases for the Country (mt)

Commodity	Local	Regional/International	Total
Iodised Salt	903	-	903
Maize	750	-	750
<b>Total</b>	<b>1,653</b>	-	<b>1,653</b>
<b>Percentage</b>	<b>100.0%</b>	-	

## Implementation of Evaluation Recommendations and Lessons Learned

Although not covered by an Operation Evaluation in the 2013-2017 period, WFP's country office in Nigeria made good use of the 2017 Regional Operation Evaluation Synthesis which recommended WFP to reinforce its focus on the self-reliance of populations, broaden support to national social protection mechanisms, and provide durable solutions to affected populations in the northeast. The recommendations were integrated into WFP's 2018 programming through the roll-out of resilience programming tools, enhanced cooperation with FAO on joint food assistance programming and livelihood interventions, as well as strengthened collaboration with the National Social Investment Office on the national cash transfer programme and home grown school feeding programme. WFP, in collaboration with UN Women and FAO, initiated a three-year project to improve food security, employment and nutrition by restoring and promoting sustainable agriculture-based livelihoods.

Strengthening CBT was also a recommendation of the 2017 evaluation and in response, WFP enhanced its technical capacity, reviewed processes and procedures to tighten controls and held two multi-sectoral operational workshops on cash-based transfers (in Maiduguri and Damaturu) with a total of 28 and 37 persons in attendance at the respective locations. The workshops reviewed cash-based transfer operations across the functional units, as per the delegated roles in the corporate business process model. The participants shared operational challenges and opportunities and made recommendations to be considered for implementation in 2019 under WFP Nigeria's Country Strategic Plan.

A protection mission review led by WFP's Headquarters and its regional bureau in Dakar was carried out in March 2018 to assess protection achievements and identify actions to further integrate protection into WFP's interventions. The mission's recommendations were translated into an action plan and included further strengthening protection integration and response, stronger engagement with cooperating partners, and enhancing accountability to affected populations, notably through the revision of existing complaint and feedback mechanisms (CFM). Implementation of the recommendations is ongoing, namely through actions such as the integration of additional protection requirements that includes increased staffing levels and protection sensitivity in partners' project proposals; and the distribution of 7,262 fuel efficient stoves to reduce exposure to protection risks and gender-based violence. Additionally, a concept note was developed on the mitigation of protection risks exacerbated by the lack of condiments in the WFP food basket. This challenge disproportionately impacts vulnerable women and girls who are responsible for cooking at home based on prevailing gender roles. Internal consultations were initiated to map current complaint and feedback mechanism (CFM) processes and identify gaps and corrective actions. Two protection assessments were conducted at state level in Borno and Yobe and five assessments were conducted in Borno at ward/settlement level to identify context-specific risks, threats and opportunities. Findings from these assessments allowed WFP to improve its activities. For example, pregnant, lactating and reproductive-aged women received nutrition sensitization that included cooking demonstration classes, presentations on the importance of using available health services and increasing diversity in their daily diets. Field visits highlighted that men continued to show interest in joining nutrition-oriented informative activities. Additionally, women's increased participation in decision making regarding assistance was observed.

Consultation with the Protection Sector, cooperating partners, other humanitarian actors and the affected communities in the northeast remains a key factor in WFP's interventions. In response to some of the environmental and protection challenges, WFP carried out sensitization in Borno state on fuel-efficient technologies such as fuel-efficient cook stoves, briquetting of agricultural and organic waste, and solar energy. Safe cooking stoves were distributed by WFP's contracted partners to 7,262 beneficiaries of which 52 percent and 48 percent were women and men headed households respectively.

WFP hosted a support mission on livelihood planning and implementation from the regional bureau and Headquarters mid-2018 which contributed to the planning for transition to livelihoods activities including support on the three-pronged approach (3PA) which includes the integrated context analysis, seasonal livelihood programming and community-based participatory planning. WFP and partner staff were engaged in training of trainer sessions for seasonal livelihoods programming and community based participatory planning which were carried out in Borno and Yobe states, while technical support was provided on the integrated context analysis.

Based on the lessons learnt from the rainy season of 2017 and the persistent security risks, a contingency plan for access options and cargo prepositioning was deemed necessary to ensure continuous programme implementation in hard-to-reach locations. In addition, wooden barges were procured and positioned in Ngala as a contingency to allow commodity movement between Ngala and Rann should the situation become critical. WFP developed a Concept of Operations that set up forward logistics storage in Rann, Dikwa and Ngala to ensure timely availability of commodities for quick response and prepositioning ahead of subsequent rainy seasons when access could be cut off for three to four months. These facilities were used for the storage of food and non-food items for WFP interventions.

An evaluation of WFP's response to the crisis in northeast Nigeria was conducted within the reporting period. The evaluation covered operations implemented as part of WFP's corporate (Level 3) emergency response in northeast Nigeria between March 2016 and August 2018, notably the Nigeria component of regional Emergency Operation

200777, country specific Special Operations 200834 and 201032, IR-EMOP 200969 and IR-PREP 200965. The evaluation, which served the dual objectives of accountability and learning, assessed WFP's response in terms of appropriateness, coherence, coverage, efficiency, effectiveness and coordination, as well as in terms of performance and results, and determined the reasons for the observed results and drew lessons to inform WFP's management decisions with respect to strategic positioning, efficiency and sustainability. The inception phase of the evaluation took place in September and October while fieldwork took place in November. Consultations on findings are slated for March 2019 with representatives from the country office, regional bureau and Headquarters. The final report of the exercise will be presented to the Executive Board in November 2019. Findings and recommendations will inform the implementation of WFP Nigeria's Country Strategic Plan and management's decision-making.

# Project Results

## Activities and Operational Partnerships

The Special Operation 200834, United Nations Humanitarian Air Service (UNHAS), aimed to provide safe transportation for humanitarian workers from Abuja to Northeast Nigeria by fixed wing aircraft in addition to accessing remote locations within Borno State using helicopters. Supporting WFP Strategic Objective 1 – Save Lives and Protect Livelihoods in Emergencies – the project had the following objectives:

1. To provide a safe, effective and efficient access to beneficiaries and project implementation sites for non-governmental organizations (NGOs), United Nations agencies, donor organizations and diplomatic missions in Nigeria;
2. To transport life-saving cargo including medical supplies and high-energy foods; and
3. To perform medical evacuations/relocations of humanitarian staff.

In 2018, UNHAS operations in Nigeria included one fixed-wing aircraft which facilitated the movement of aid workers from Abuja to the states most affected by the insurgency in northeast Nigeria in response to the ongoing humanitarian crisis in the region. This enabled the humanitarian community to effectively implement and monitor projects and scale-up relief activities to assist affected populations. The operational base of the fixed-wing operation is in Abuja, with regular scheduled flights to the northeastern cities of Yola and Maiduguri. The operational presence of UNHAS in Nigeria also includes the strategically-based helicopter operation in the Borno State capital, Maiduguri which provided humanitarian access to satellite towns inaccessible by any other means.

As a critical component of the Humanitarian Country Team's access strategy in northeast Nigeria, UNHAS helicopters made it possible to reach locations that can otherwise be reached only with armed escorts, if at all. The Local Government Area (LGA) headquarters locations such as Bama, Monguno, Gwoza, Dikwa, Ngala, Rann, Damboa, Damasak and Baga are very difficult to access via surface transport due to high security risks. For the 2018 operations, the service had successfully transported 62,962 passengers and 143,000 kgs of humanitarian cargo for 92 organizations.

Road insecurity, complicated coordination mechanisms for vehicle convoy escorts and continued attacks by non-state armed groups continue to hamper access to beneficiaries and project implementation sites throughout northeast Nigeria, and viable commercial airline schedules remain unreliable. UNHAS continues to fulfill an ever-important role in the transportation of aid workers and life-saving relief items. UNHAS remains the backbone of humanitarian access, enabling UN agencies, non-governmental organizations, donors and members of the diplomatic community to reach affected populations.

A key pillar of the UNHAS operation is effective and principled humanitarian action in partnership with national and international actors. In addition to daily interaction with the Nigerian Aviation Authorities, UNHAS maintains close contact with the Nigerian Air Force. UNHAS will continue to coordinate and foster strong links with the Nigerian Civil Aviation Authority and other relevant local authorities to obtain flight clearances and security information. In particular, UNHAS coordinates with the Commanding Officer in each helicopter location to obtain security information and clearance prior to each mission.

UNHAS participate in and works closely with all relevant humanitarian forums within the humanitarian coordination structure led by the Humanitarian Coordinator and Deputy Humanitarian Coordinator. These include the Operational Humanitarian Country Team meetings, the Access Working Group, and the Civil Military Forum. Through participation in these, UNHAS was able to contribute and lead coordination efforts for its activities and this improved the effectiveness of the service by ensuring that the services provided corresponded to the community's needs.

UNHAS also maintains close tie with the International Committee and Red Cross (ICRC) aviation section to share aviation related information. In addition to regular interaction with the OCHA-led Civil Military Coordination Cell, UNDSS are advised of all missions, both fixed wing and rotary, in order for them to review and advise of security constraints that may affect the day's operations. UNDSS are also supplied with each day's manifests the day prior to every mission.

## Results

In 2018, UNHAS facilitated the transportation of 62,962 aid workers and 142,654kgs humanitarian cargo to a total of 19 destinations throughout the north-east and was key in ensuring that aid reached the most vulnerable

populations in most remote areas in the country in a timely manner.

During the period 01 January to 31 December 2018, UNHAS also successfully transported a total of 62 patients from field locations throughout Borno State to Maiduguri for urgent medical attention consequently also playing a crucial role in ensuring the safety of aid workers.

UNHAS also operated special flights to facilitate high level missions to project sites. During 2018, UNHAS facilitated numerous assessment missions throughout the north-east for the humanitarian community and Government counterparts. To date, a total of 108 organizations comprising NGOs, UN agencies, donor organizations, diplomatic missions and media, sponsored by these organizations, have relied on UNHAS to implement, monitor and report humanitarian activities in northeast Nigeria.

UNHAS remains crucial for the humanitarian community in Nigeria facilitating the delivery of much needed assistance. The introduction of UNHAS has significantly reduced travelling times and, consequently, the inherent security risks previously encountered by humanitarian actors when moving personnel and cargo by road to the north-east. UNHAS flights have enabled these organizations to overcome logistical bottlenecks and increase significantly the scale of their response, thus reaching larger parts of the affected population.

## Performance Monitoring

At corporate level, WFP Aviation continued to enhance its monitoring mechanism by utilizing the Performance Management Project (PMP) to enhance performance-based management culture throughout the service. The Performance Management Framework (PMF) is a set of operational and strategic parameters defined and measured to enable WFP Aviation managers to improve service effectiveness, efficiency and value for money. This tool enables decision makers to automatically collect and process data into a visualized presentation allowing them to analyze variations and trends necessary to make informed decisions. UNHAS Nigeria utilized the PMF to measure all aspects of the service whilst meeting the constantly evolving needs of the humanitarian community. The tool is able to assist in the measurement of efficiency versus effectiveness of the operation by calculating the cost involved in carrying a passenger per kilometer for a defined sector. This has allowed UNHAS to accurately analyze route selection efficiency by sector.

The project has been constantly reviewed and the service adapted as required in order to meet the demands of the humanitarian community as the situation evolves. UNHAS gains information regarding current and future user requirements and priority response locations by having regular bilateral meetings with key stakeholders, holding regular User Group meetings and by participating in critical sectoral and inter-sector coordination meetings. UNHAS continues to be a key contributor to both the Civil-Military Coordination, Inter-Sectoral and Access working groups and provision of access satisfaction information is gained through constant coordination with these forums.

An UNHAS Steering Committee, comprising of members from the donor, United Nations and NGO communities was established in October 2017 and has since met regularly. In 2018, a total of six meetings were held to discuss key policy issues and give strategic direction, including the decision to introduce partial cost recovery for the fixed wing, to introduce a penalty system for the no shows on the helicopters and to review SOPs for medevacs and family reunification.

As a result of the advocacy and resource mobilization efforts, through the Steering Committee members, the office of the Humanitarian Coordinator, INGO Forum, and the donor coordination group, UNHAS was able to maintain services throughout the year.

Feedback received from users on the destinations served and the frequency of flights has been very positive, and the operation will continuously solicit user feedback in order to provide a needs-based service.

## The United Nations Humanitarian Air Service - UNHAS – Saving lives in Nigeria’s conflict zone

“Without that support, many, especially children, would have been left hungry” says Emmanuel Osemeka, the Country Director of the local non-governmental organization Social Welfare Network Initiative (SWNI). “UNHAS helicopter services lift our staff twice weekly from Maiduguri to Pulka and Gwoza, even at short notices for round trips, drop-offs, and pickups. The service ensured our operations are safe and secured without putting any staff in serious risks of road transport and making our operation difficult”. SWNI is among the 100 humanitarian agencies that received the service of UNHAS in 2018. Every day, from the Borno State capital, Maiduguri, UNHAS used four helicopters that flew several rotations to remote destinations like Rann, Monguno, Gwoza, and Dikwa, that are

inaccessible or unsafe to reach by road. On board the helicopters were also donors and high-level government delegations from within and outside of Nigeria.

Emergency medical evacuations, however, take precedence over everybody, and when needed a helicopter is immediately scrambled to make the two-hour round-trip to pick up patients. With most medical facilities outside Maiduguri crippled by the conflict, UNHAS provides the only life-saving evacuation service in the northeast. In 2018, UNHAS was called out to airlift 62 critically ill or wounded people.

“Some are complications associated with acute malnutrition and other illnesses, but many tend to be cases of civilians with gunshot wounds or blast injuries caused by improvised explosive devices,” said Bruce Walker, Head of UNHAS in Nigeria.

Drop-offs are for staff remaining in field locations sometimes for two or three weeks, building better relations with the communities that they serve and for protection reasons increasing permanent presence in the field.

The National Nutrition Coordinator for the International Medical Corps (IMC), Marylyne Malomba, is also full of praise for the support IMC receives from UNHAS. She noted that UNHAS in 2018 gave them access to one of the hard-to-reach communities, Damboa, where IMC provides nutrition support to pregnant and nursing women and children under five on behalf of several organizations.

“The road to Damboa is inaccessible. If it wasn’t for UNHAS, we would not be able to have staff access Damboa LGA where we offer lifesaving nutrition and food security services as well as water, sanitation and hygiene (WASH) and gender-based violence (GBV) programs,” said Malomba.

Apart from the helicopter service, UNHAS also has a fixed wing aircraft taking staff from Abuja to Maiduguri and Yola, the state capitals of Borno and Adamawa.

The UNHAS team is comprised of eight pilots, four crewmen, three engineers, two technicians, and eight-strong support staff. The monthly running cost of the operation is USD 2.1 million.

# Figures and Indicators

## Data Notes

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Despite the funding challenges, UNHAS plays a central role in ensuring that staff of the humanitarian community are able to travel safely in the Northeast of Nigeria. Some areas are unreachable by land due to the risk of attacks by insurgent militia forces.

## Project Indicators

### Output Indicators

Output	Unit	Planned	Actual	% Actual vs. Planned
<b>CRF SO4-SR5: Service Delivery General</b>				
Amount of light cargo transported	metric ton	117	143	122.0%
Number of agencies and organizations using humanitarian air services	agency/organization	95	92	96.8%
Number of locations served	site	12	19	158.3%
Number of needs assessments carried out	assessment	2	1	50.0%
Number of passengers transported	individual	42,142	62,962	149.4%
Percentage of passenger bookings served	%	95	86	90.0%
Percentage response to medical and security evacuation	%	100	100	100.0%