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## Logistics augmentation and coordination for humanitarian corridors into Central African Republic Standard Project Report 2018

World Food Programme in Senegal, Republic of (SN)

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## Regional Context

Unrest and insecurity have characterized the Lake Chad Basin for years, seriously affecting parts of Cameroon, Chad, Niger and Nigeria. Livelihood and markets were disrupted, and mass population displacements were seen with the situation showing little signs of substantially abating.

At the end of 2018, according to the International Organization for Migration (IOM) the number of internally displaced persons (IDP) in the Lake Chad Basin was estimated at 2.3 million. Out of which were in 0.165 Chad, 0.104 in Niger in 2,065 Nigeria.

Despite improvements seen in 2017 due to ongoing humanitarian assistance, particularly in Northeast Nigeran, the high number of food insecure people remained a serious concern in 2018 due to continued disruption of livelihoods and markets. Consequently, according to the March 2018 Cadre Harmonisé analysis, 4.7 million people were estimated to be food insecure in the Lake Chad Basin- 1.5 million in Cameroon, 159,000 Chad, 118,000 in Niger and 2.99 million in Nigeria.

The Central African Republic (CAR) has been afflicted by successive coups and waves of conflict, culminating in the 2013 crisis and resulting in unprecedented levels of violence. Elections in 2016 gave rise to hopes for a gradual end to the unrest, but two years after, violence continues to grip the country, hundreds of thousands of people are still internally displaced and facing growing food insecurity. One in four citizens remains displaced within or outside the country.

In CAR, basic services are dysfunctional or non-existent in many areas, and the dilapidation of already limited services further hinders people's access to livelihood opportunities. CAR has a population of about 4.7 million people [1], more than half of which are women. Reflecting a gradual deterioration of the overall humanitarian situation, the number of people in need increased by 16 percent, from 2.5 million in 2017 to 2.9 million in 2018, including 1.6 million in need of critical and immediate assistance [2].

Insecurity continues to endanger humanitarian workers with nearly 316 security incidents registered between January and December 2018, including six aid worker deaths. The direct targeting of humanitarian workers and the looting of their properties caused the temporary suspension of activities in several locations across the country. In this security context, WFP continues to face significant risks while operating and delivering emergency assistance.

Aligned to the principles underpinning WFP's recent Emergency Preparedness updated policy and the Integrated Road Map (IRM) and Country Strategic Plan models, the special Operation 200934 was extended in time for 3 months in 2018 to continue to support country offices in building their Emergency Preparedness Response (EPR) and supply chain partner coordination capacities with the aim to move forward the "delivering and enabling" approach. The project supported WFP operations in- Niger, Cameroon, and Chad for their preparation of the supply chain joint assessment to be undertaken with national partners, and also aimed to support the Regional Bureau in integrating supply chain components into country offices' and Regional's risk register.

[1] UNDP HDI, CAR online country page, 2018.

[2] OCHA, CAR Humanitarian Needs Overview, 2018.

# 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. Three budget revisions were undertaken throughout the operation 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 (CAR) 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 CAR 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 CAR.

Under budget revision 3, the special Operation 200934 was extended in time for 3 months in 2018 to continue the Emergency Preparedness Response (EPR) in Niger, Chad and Cameroon, to provide technical support to the five countries for their preparation of the supply chain joint assessment to be undertaken with national partners, and also, support the Regional Bureau in integrating supply chain components into country offices' and Regional's risk register.

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 CAR, 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 CAR. 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 CAR 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 has extended the two aforementioned trainings to the remaining Lake Chad Basin countries (Niger, Chad and Cameroon) as well as a post training evaluation to monitor impact and good practices learned during these trainings on National Counterpart Staff (NCS) and national WFP's SC members.

## **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 (CAR) 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.

## Logistics Assessments of the Corridors

Reports have been provided, compiled, analysed and presented during the regional Emergency Preparedness and Response 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 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.

Deloitte's Report on Economic Evaluation of Land Transport in the Cameroon Corridor has been received in 2018 providing a deep and accurate mapping of the supply chain capacities and ways for optimization in term of cost, safety, quality and strengthening of local operators.

## Emergency Preparedness and Response Capacity Strengthening

As part of the assessments conducted following the implementation of the Supply Chain National Capacity Strengthening Emergency Preparedness and Response training, 36 participants (6 women and 30 men) were trained. 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 training were achieved at 86.5 percent.

Through the Country Office Supply Chain Emergency Preparedness and Response training, WFP trained 40 participants (8 women and 32 men). Participants highlighted a general satisfaction for the training (88.3 percent).

WFP will ensure that this coordination is in place in CAR and Nigeria. Coordination for the emergency preparedness and response 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.

Along 2018, the remaining trainings about strengthening of emergency preparedness and response capacities of national partners, stakeholders and WFP's supply chain members have been conducted in Niger, Chad and Cameroon.

To monitor impact, good practices, and guide the participants in the development of new activities learned during the training received, post training evaluations of national counterpart staff and stakeholders have been achieved in the five countries with three components: on-site evaluation, individual action plans and personal coaching. Hundred participants attend the trainings representing 40 stakeholders (from non-governmental national and international organizations, United Nations agencies and private sector), while 46 participants were personally coached.

# Figures and Indicators

## Data Notes

Cover page photo © WFP/Bruno Djoyo

WFP CAR's field security staff, Hugues Fami, gives instructions as part of a team moving a truck loaded with food products from Bangassou for Bakuma.