LOGISTICS SECTOR

NIGERIA

GAPS AND NEEDS ANALYSIS (GNA)

ASSESSMENT AND RECOMMENDATIONS REPORT

NOVEMBER 2022

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I. Executive Summary: Key Findings and GNA Report Recommendations

This Gaps and Needs Analysis (GNA) Report dated November 2022 will be used, by the logistics coordination lead agency, to inform decisions on the appropriate focus and scope of the common logistics support activities to be endorsed, and/or funded, and/or implemented by the logistics coordination lead agency; within the accountability framework agreed locally between responding organisations in northeast Nigeria, and in-line with any other bilateral or multilateral commitments that exist between these organisations. Key findings and recommendations will be used by the Logistics Sector and its partners to define the most suitable approach for the sectorial coordination mechanism in northeast Nigeria and to support the review of Logistics Sector strategy and way forward for 2023 and beyond.

1. Key findings of the analysis:

- The GNA survey was conducted with 20 partners who are active Logistics Sector participants in Nigeria. The profile of invited partners varied from national and international NGOs to UN agencies (see a more in-depth analysis in section V and VI of this document).
- The GNA survey gave partners the chance to provide feedbacks, constructive criticism and/or areas for improvement as well as the areas that are doing well in the Logistics Sector.
- Partners find the continued need for Coordination and Information Management (as provided by the Logistics Sector) and request it to be maintained going forward. The partners noted a need for more proactive coordination and an increased need for the sharing of information of vendors, available storage and transport assets, for improved utilization of resources and cost effectiveness.
- All trainings done and supported by the Logistics Sector have been useful for the partners. The trainings have contributed to maintaining and developing human resources. Capacity within the response is still a gap and partners are open to having more training in additional areas of logistics.
- Considering the context and northeast Nigeria susceptibility to conflicts and unrest, a gap in emergency preparedness and partners ability to promptly scale-up for emergency response remains: Partners need a structure that would allow them to increase, rapidly and punctually, their logistics capacity.

2. Key recommendations by the GNA Team:

- **Keep and share updated logistics vendors list:** It is suggested that the Logistics Sector should regularly update and maintain a logistics vendors database which can be shared with partners upon request. The exchange of vendor list and leveraging on existing contracts among the partners should be encouraged.
- **Coordination with Nigerian Military:** There is need to improve coordination and communication between humanitarian actors and government stakeholders to allow for smooth and sound passage of aid and aid workers to reach hard-to-reach areas in a safe manner which allows them to meet their programmatic objectives. The current access for humanitarian organisations is too restrictive especially with changing requirements and policies from the government. OCHA should be reinforced in its role and function as primary focal point with relevant stakeholders when advocating for improved humanitarian access and resolution of access issues reported by the partners to the Logistics Sector.
- **Trainings:** The Logistics Sector should develop a capacity building and preparedness plan for the next period. Focus should be given on development of existing and potential national counterpart logistics capacities in the area of coordination and information sharing (e.g., national technical services and other appropriate entities, National NGOs etc.). In this regard, a plan should be developed with clear objectives, expected outcomes and activities (including trainings on logistics related topics).

- **Review the current storage and air cargo consolidation services:** Some partners indicated the need for additional common storage services in certain areas where they currently do not exist. This is due to the high humanitarian needs and lack of warehouse infrastructure in those locations. There is also the need to review the capacity of the common storage warehouses in the field as they are almost always full, especially the timber storage sheds. These needs will be reviewed by the Logistics Sector to determine the way forward.
- It is recommended that the Logistics Sector increase capacity of air cargo consolidation considering road closures experienced in 2022 during the rainy season. The transportation capacity of light air cargo in collaboration with UNHAS might need to be increased seasonally.
- **Improve coordination and information management (IM):** Information sharing and better access to information should be encouraged. The Logistics Sector should share regular updates on global and local trends and best practices for humanitarian logistics. It is recommended that the Sector should continue to strengthen the relationship between humanitarian logisticians. As the security context continues to change, the Logistics Sector should continue engagement with all stakeholders and provide services.
- **Work with the government and humanitarian community on preparedness:** The Logistics Sector should work with stakeholders in the region to identify possible natural and manmade emergencies that could occur, the associated probabilities and risks, and the mitigation and response required. The Logistics Sector should help ensure a more efficient and coordinated response to sudden onset emergencies.

II. Background Information

1. Humanitarian context

The Logistics Sector in northeast Nigeria was officially activated in mid-2016 in response to a swelling population displacement caused by the conflict between the Nigerian Armed Forces (NAF) and a growing number of Non-State Armed Groups (NSAGs). Twelve years into northeast Nigeria's large-scale humanitarian crisis, the needs are generally as severe and large-scale as ever. Humanitarian conditions are fundamentally deteriorating. The Logistics Sector is mandated for operation in the states of Borno, Adamawa and Yobe (BAY States), however, most of the attention is focused on operations in Borno, where the operating environment remains extremely volatile and major supply routes are still dangerous for civilians. Specifically for aid workers, humanitarian cargo and assets.

With the continuing humanitarian crisis 2022, and as per Nigeria Humanitarian Response Plan, there are around 8.3 million people in need in Borno, Adamawa and Yobe states. The needs of the population are multisectoral and vary in severity across areas and among the three affected groups of internally displaced people (IDPs, who still number around 2.2 million people), returnees and host communities. The severity of the conflict, however, is extreme in 28 Local Government Areas, most of which are in Borno State (Global Humanitarian Overview 2022).

The operating environment remains extremely volatile, particularly in Borno State, where the major supply routes have become dangerous due to risk of attacks by NSAGs, as well as from unexploded ordnance and improvised landmines. This poses a risk to civilians and aid workers, humanitarian cargo and assets.

There is need for a holistic and coherent inter-agency response to deal with the level and complexity of the Nigeria operation. This is even more critical given the uncertainties surrounding the possibility for the return of the affected population to their ancestral homes in the short-to-medium term with uncertainties around security and presence of infrastructure at those locations. There have recently also been large-scale natural disasters which have led to further displacement in parts of the northeast.

2. The Logistics Sector Response Strategy in 2022

The Logistics Sector in northeast Nigeria supports the humanitarian community with coordination, information management, capacity building and with provision of common services, addressing specific logistics needs of the

community which were identified during the previous GNA conducted in December 2019. The Logistics Sector works in collaboration with the national and state disaster management agencies, the humanitarian partners, the Inter Sector Coordination Group (ISCG), and other key stakeholders.

The Logistics Sector has its main objectives of strengthening humanitarian logistics, facilitation of logistics coordination and information services to humanitarian actors, and augmenting humanitarian actor's capacity to perform logistics duties. The Logistics Sector is working as a common forum for the humanitarian community in Nigeria to discuss and seek collaborative solutions to the most pressing logistics constraints. Furthermore, the Logistics Sector continues to monitor the emerging gaps in logistics capacities, including transport, access, and storage capacities. This is achieved through coordination, information management, provision of common logistics services, trainings and capacity strengthening activities.

Coordination:

- Supporting the humanitarian community in identifying, presenting, and advocating for humanitarian partners on areas related to logistics and humanitarian access.
- Providing humanitarian logisticians with a platform where common problems are discussed to reach common solutions.
- Serving as a forum to discuss lessons learnt and best practices from operations carried out within the humanitarian response.
- Providing a coordination unit to strengthen cooperation among partners and the harmonization of logistics activities.
- Serving as a medium for discussing specific logistics operations, challenges and how to improve existing processes and logistics response.

Information management:

- Offering platforms for information sharing and dissemination among humanitarian organisations to reduce duplication of efforts and strengthen effective and efficient utilization of resources.
- Share situational updates with regards to changes in operational environment, and policies and procedures.
- The Logistics Sector will also continue to provide logistics information and coordination services, including maps, standard operating procedures and guidelines, and user surveys. In addition to, there is also a set of guidance and tools available at global level through the Global Logistics Cluster (GLC) website: LOG, LCA etc
- Provide information and resources to humanitarian partners to address technical challenges.
- Providing centralized access to relevant logistics information.

Provision of common services:

- Provision of access to 5,240 square meters of secured common storage facilities on a free-to-user basis across six humanitarian hubs in Bama, Banki, Damasak, Dikwa, Monguno, and Ngala for humanitarian community use.
- In addition to the above, 24 mobile storage units (MSUs) have been loaned to 14 partners in Borno and Yobe states to augment their storage capacities including installation support.
- Providing cargo consolidation services for the movement of light cargo to field locations in collaboration with UNHAS.

Training and capacity strengthening

- Conducted six trainings in 2022 for 195 logisticians from 88 organisations on topics related to humanitarian logistics (Warehouse management, transport, Logistics Sector service forms, MSU and prefab offices installation).

3. Contextual changes and events leading to the GNA.

As the situation in Nigeria is unfolding with changes in humanitarian needs, change in security situations and government policies and directives coupled with the need to maintain a regular assessment of the humanitarian logistics capacities and partners' needs, a Gaps and Needs Analysis was conducted by the Logistics Sector.

As part of the Logistics Sector strategy to ensure accountability to stakeholders, a GNA on the Logistics Sector operation in northeast Nigeria took place in August-November 2022. The results of the assessments will lay the

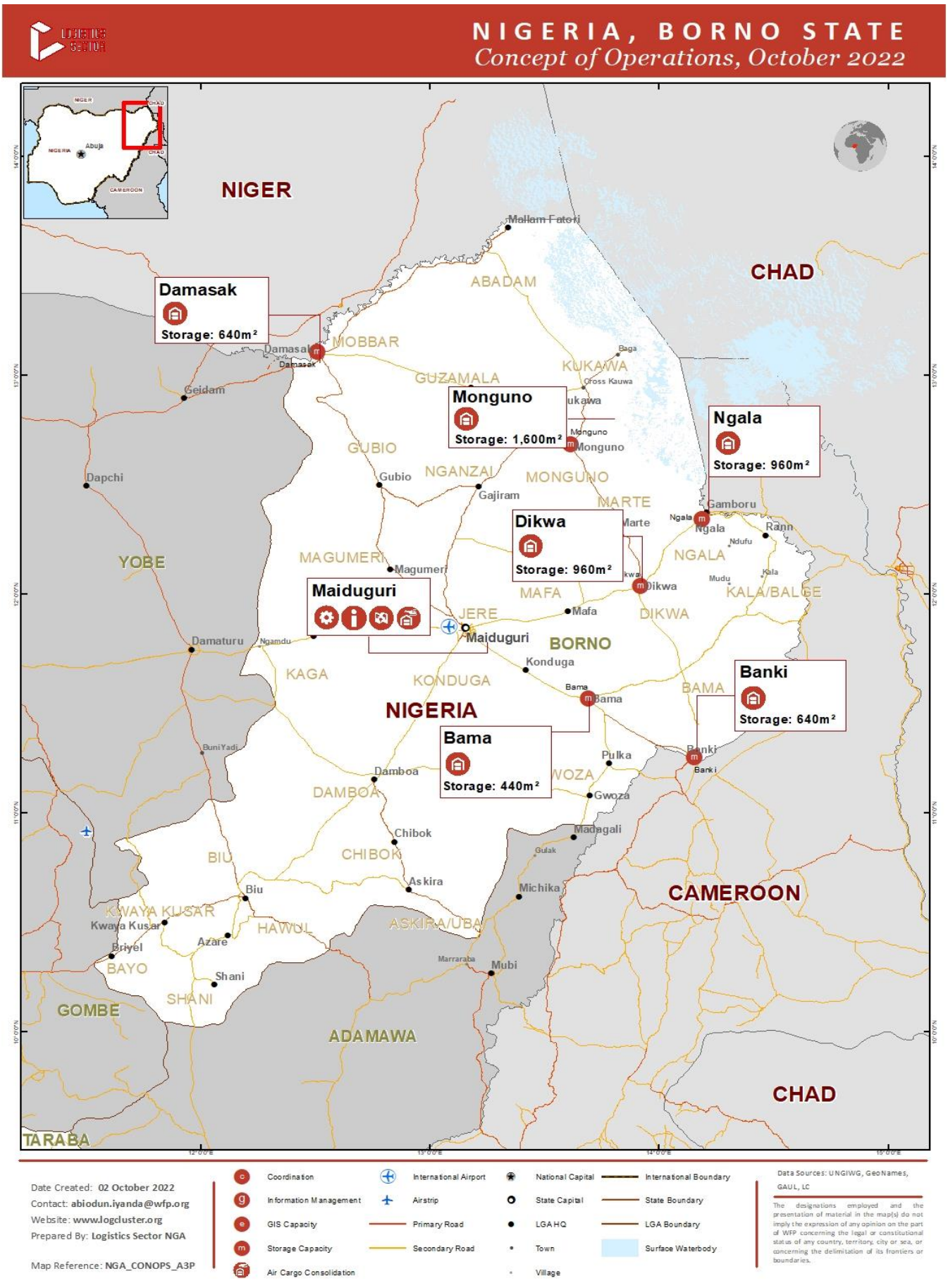
ground for the Logistics Sector 2023 programmatic response from humanitarian and development partners and inform the 2023 year of operation, as well as guide overall planning for the future of Logistics Sector the response.

The general objective of the exercise is to assess existing and potential logistics gaps and constraints, and to enable the decision making over a sector approach and the development of rationalized, adapted, and well-defined strategies, especially in the case of a protracted crisis.

The specific objectives of this (GNA) report are to:

- Provide some rational regarding the most appropriate logistics coordination mechanism and platform for humanitarian community use.
- Research, collect and analyse information and common data to know the logistics gaps needs that prevent partners from effectively and efficiently deliver the logistics support according to planned operations.
- Map out applicable recommendations to the Logistics Sector's approach and formulate possible strategies for localisation of roles, accountabilities, and responsibilities.
- Provide a basis for the establishment and/or the development of the 2023 Logistics Sector strategy and/or the revision of the Concept of Operations for the Logistics Sector in northeast Nigeria.

Concept of Operations map (Logistics Sector, Nigeria)



III. Task and Methodology

1. Scope of work

This GNA report is focused on identifying existing and potential partners' needs within the verified logistics gaps and on clarifying the potential support that the humanitarian logistics community needs to ensure aid delivery in Borno, Adamawa and Yobe States. 20 organisations' respondents were invited and interviewed for this analysis. Participants were engaged to represent the needs of key logistics actors in the region, such as, UN agencies, international and national NGOs *(See Annex 1 List of Participants – Data collected through interviews, p.21).*

Areas covered by and included in the (GNA) data collection and in the analysis processes:

a. Coordination: coordination mechanisms, strategic planning, standards and guidance, advocacy.
b. Operational information: monitoring and reporting, communications flow, logistics related Information sharing mechanisms and products.
c. Access to logistics services with WFP as lead agency and provider of last resort through the sector system: storage, transportation, other services and support when applicable.
d. Focused capacity analysis for verification of perceived gaps, review of Logistics Sector service provision data in previous years.
e. Participants responses on organisation's logistics capacity, evaluation of current logistics information availability and sharing, perceptions of logistics gaps and needs in-country and possible recommendations on strategies for the Logistics Sector in 2023.

2. Limitations and constraints

The overall process of planning in the Nigerian context has been challenging – many partners had a difficulty articulating their own internal pipelines due to internal communication gaps between their programme and supply chain teams. Some partners were observed to struggle with the concept of procurement planning and budgeting.

3. The GNA process

a. The GNA Process steps:

1) **Request:** Initiated by WFP Nigeria Management, supported by sensitized partners, under the advice of the Global Logistics Cluster support team.
2) **Planning:** Led by WFP, with the Logistics Sector participants' collaboration, after the sensitization of the forum at large.
3) **Preparation:** Led by WFP, advised by Global Logistics Cluster; the participating organisations (National NGOs, International NGOs and UN agencies) were approached to explain:

- The reason for conducting the GNA
- What the scope of the assessment would be
- The objective of conducting the GNA, that is, to redefine and review the Logistics Sector's strategy.
- The methodology that would be used in conducting the GNA exercise.

Also, the templates to be used to conduct the GNA were adapted to the local context.

4) **Production:** The GNA report followed a pre-defined format provided by the GLC but was compiled, redacted, and prepared for submission by the Logistics Sector Coordinator supported by the Logistics Sector's Coordination Cell established in northeast Nigeria.
5) **Revision:** The GNA report has been revised and edited by the GLC Support team and submitted back to WFP in-country management for clearance and approval.
6) **Clearance:** By WFP Nigeria Country Director.
7) **Publication:** Advised by the GLC Coordination.

b. Data and common logistics information collection methods:

- A review of historical Nigeria Logistics Sector activities (i.e.: Logistics Sector Service Activities 2016-2022). The documents and resources reviewed consisted of Logistics Sector Concept of Operations, Logistics Sector 2022

Activity Plan, WFP Country Strategic Plan, RITA Data for storage and air cargo consolidation usage (2016-2022), Logistics Sector coordination meeting minutes, and Logistics Sector training data.

- Sit down interviews with logistics and operations personnel from 20 organisations including UN and International NGOs. Data was consolidated through MS forms used during GNA exercise.

Interviewees were invited to contribute to the GNA based on:

1. their participation in the Logistics Sector coordination meetings
2. the scale of operations of their organisation in the BAY States
3. their actual or potential usage of the common services
4. their logistics and operations expertise

The assessment and reporting team composed of three key members:

1. Muhsin Mufti, Logistics Sector Coordinator Nigeria
2. Abba Medugu, Roving Logistics Officer, Logistics Sector Nigeria and
3. Abiodun Iyanda, Information Management Officer, Logistics Sector Nigeria

4. Methodology of the interviews:

The objective of the GNA is to identify the logistics constrains and the logistics gaps, limiting or preventing the effective and efficient delivery of humanitarian aid, in consultation with partners. The model works on the basis of rated perceptions, which are verified by ways of existing documented analysis on topics, by available (internal or external) data analysis and focused capacity assessments, and/or by direct contacts with expert partners and/or potential service providers.

In the interviews *(See VIII. Annexes 1 – Data collected through interviews, P.21)* are three essential sets of collected data:

1) Crediting the respondent

- Name of the organisation
- Name of the interlocutor
- Position of the interlocutor
- Estimation of the total years of experience in emergency logistics management
- Knowledge of IASC guidance

2) Mapping the (respondent) organisation's logistics capacity (internal)

- Current projects and activities supported by the organisation's logistics infrastructure.
- Overview of the organisation's logistics infrastructures and personnel
- Overview of the organisation's logistics storage capacity
- Overview of the organisation's logistics transport capacity
- Organisation's logistics planning horizon
- General procurement strategy
- Supply chain conception and logistics planning capacity
- Contingency planning and adaptation to volatile contexts
- Evaluation of the organisation's logistics support performance

3) Evaluating the strength and the reliability of the national capacity (external)

- Reliability / strength of the existing coordination mechanisms
- Availability Common data and information on Logistics
- Availability of adequate (commercial/governmental) common infrastructures and services
- Perceived logistics gaps and needs category
- Participant's recommended approach for the Logistics Cluster/Sectorial Coordination Mechanisms

The report and its recommendations are drafted by the Logistics Sector's coordination cell and they are reviewed and edited by the GLC. Recommendations are meant to keep the cluster approaches within their mandate. The

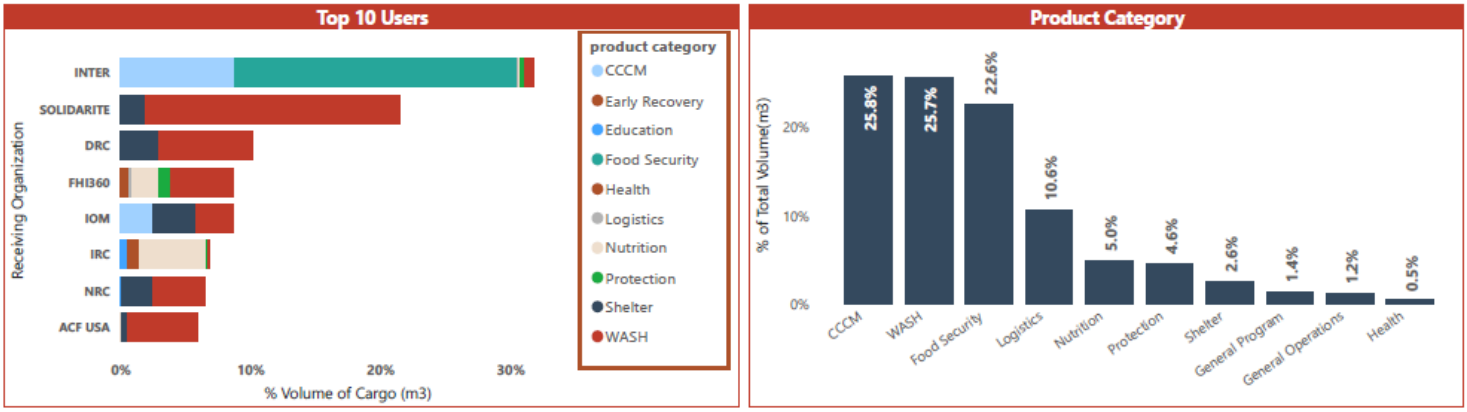
support provided to coordination, the information management and the support to logistics services should stay within the IASC parameters while continuing to support the delivery of services, as planned by the partners.

5. GNA engagement and participants' profile:

Across the organisations interviewed, there were over 197 active projects being implemented. The highest number of projects supported by the logistics teams of these organisations were related to food security and Nutrition (42) closely followed by WASH and Health related projects.

The GNA was conducted with the aim to have a representative selection of the partners operating in northeast Nigeria. It was ensured that top service users participated in the GNA exercise *(See Figure 1 Below – Product Category and Top users).*

Figure 1 – Product category and top users



20 organisations were selected for the GNA exercise based on their active participation in the Logistics Sector platform, use of services and scale of operations.

Prior to conducting the interviews with the participating organisations, requests were sent to the head of supply chain/logistics of each organisation to schedule the time for the interviews with them or a nominated staff member. The participants will be invited in the review the results and contribute to the report before the final endorsement by the WFP Country Director.

The role of persons interviewed for the GNA and their expertise level, based on number of years of experience, is represented in the figures below:

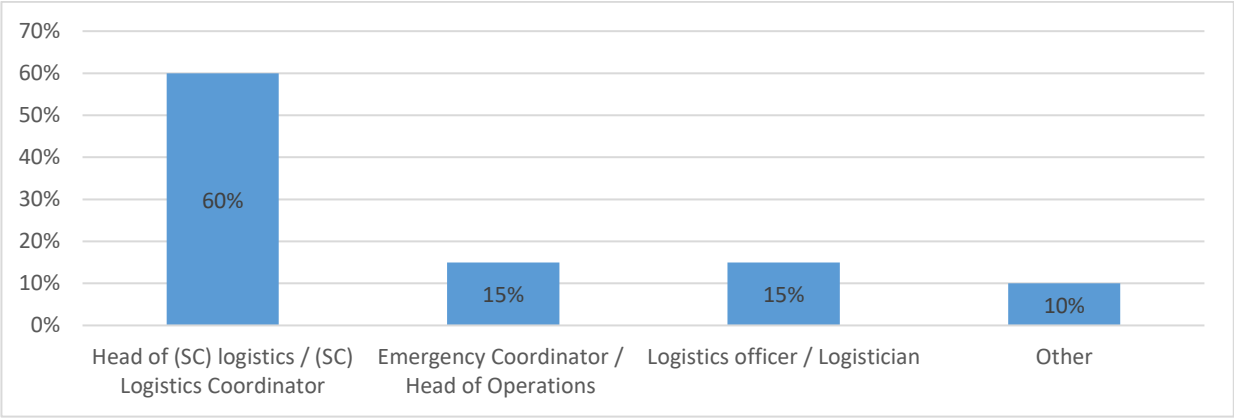


Figure 2 – Role of the participants

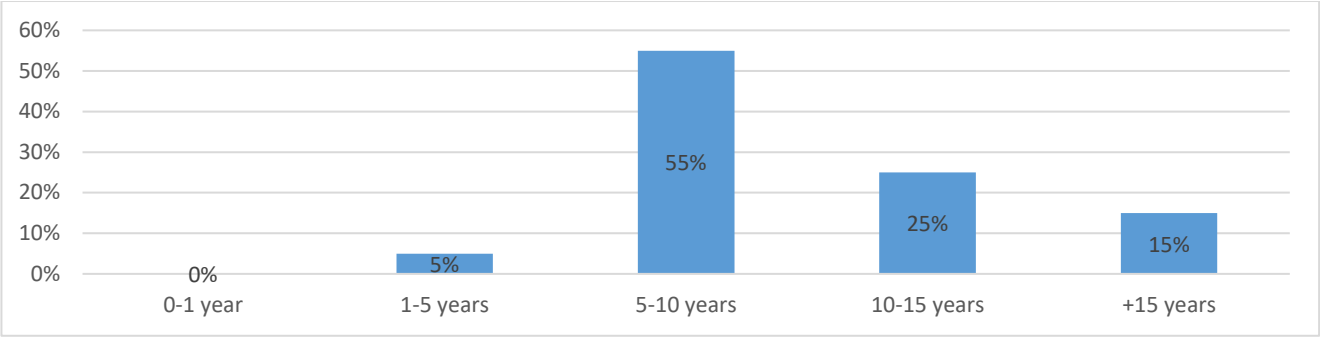


Figure 3 – Years of expertise of the participants

Most of the participants interviewed (70%) said to have an average understanding of the IASC guidance on cluster coordination. With 20% stating they had a good understanding of IASC guidance, while 10% expressed a low knowledge of it. While this was the stated perception of the participants, it might be important to note that some of the participants did not seem to fully understand the scope of the Logistics Sector's operations.

IV. Preliminary Findings - The GNA Interview Results

1. Organisation's logistics planning horizon

Most participants interviewed expressed logistics planning to be linked with the duration of grants received by the organisation. While some organisations have received multiyear grants, most organisations receive grants for shorter durations.

With some of the organisations now having operated in northeast Nigeria for over 5 years, there is generally a good understanding of the requirements and organisations are able to develop their strategies and plan their logistics activities. Most responders (75%) indicated that they carry out their logistics plans for a 12-month period with regular reviews to the plans that take place quarterly or monthly. *(See VIII. Annexes 1.5 P.22)*

2. General procurement strategy

As the conflict in Nigeria is generally restricted to parts of the three states of the northeast, Borno, Adamawa and Yobe, this means that the commercial sector and markets continue to function in the main cities of these states as well as in other states across the country. As such, most of the items required by humanitarian organisations can be sourced within the country and sometimes even within the area of response.

Organisations have adopted different procurement strategies, with some organisations giving preference to procurements being made locally as close to the locations where the interventions are planned to support economic recovery of the affected areas.

Based on the results, 55% of the organisations interviewed stated that they carried out most of their procurements in-country (with 10% or less of their procurements done internationally). Furthermore, 45% is procured internationally, for further details you can see below:

- 40% of organisations stated to procure 50% or less of their commodities internationally,
- 5% of the participants organisation conducting 70% of their procurements internationally.

Most of the procurements made internationally are pharmaceutical products due to donor guidance to procure from prequalified vendors. IT and security equipment are also procured internationally by most organisations.

3. Supply chain conception and logistics planning capacity

In terms of implementation of best practices (that is, the development and maintenance of SOPs), having reporting tools in place for logistics activities, and having monitoring tools in place to measure the supply chain's

performance, most of the participants interviewed rated their organisations as good or excellent (85 percent and above responders). However, while most interviewees stated their supply chain's ability to be good or excellent, 10% of the respondents stated having poor monitoring tools in place to measure their supply chain's performance, that is, having effective data feeds and metrics in use to produce useful data visualizations, dashboards, or reports.

Of the organisations interviewed, 40% rated their ability to identify internal logistics needs as average. Whereas 60% rated themselves as good or excellent. For organisations with average ratings, the most common reason cited was due to a lack of cohesion between their program planning and supply chain. Respondents (30%) rated the advocacy and mobilization or resources by their organisations for supply chain functions as average or below. This was mostly attributed to the declining funding availability, some donor policies, as well as, having fewer number of projects to split the support costs.

4. Contingency planning and adaptation to volatile contexts

85% of respondents stated that they have updated logistics contingency plans in place to allow them to continue their operations (evaluating themselves as good or excellent). These plans included having multiple suppliers for certain commodities, keeping a minimum stock of commodities with varying availability and lead times, among others. One respondent mentioned that while such plans are in place in their organisation, there is the need to update them and to check the viability of such plans.

In terms of preparedness for another public health emergency, such as the COVID-19 outbreak, most respondents stated to have good or excellent plans in place to allow them to continue operations. One respondent, however, stated that their organisation was not prepared to handle another public health emergency.

With the volatile context, the upcoming national elections in Nigeria, and the global fuel crisis as a result of ongoing conflicts, organisations have, in general, put preparedness plans in place. However, a number of respondents stated that the plans are still being developed and there is interest to understand what is being done by other organisations and what the recommendations should be. In this regard the Logistics Sector will continue to consult with partners to facilitate and encourage information exchange regarding their respective contingency plannings.

5. Logistics support performance

The logistics support performance of organisations was evaluated by the respondents on attributes such as reliability, responsiveness, flexibility, cost effectiveness and asset management. Most participants (85% and above) rated their performance as good or excellent for attributes of reliability, responsiveness, flexibility and cost efficiency. However, in terms of the efficiency to manage equipment, goods, inventory and working resources, 25% of participants rated themselves as average or below, with 10% rating themselves poor. This was mostly attributed to the lack of training and proper systems in place to inventory management. Several partners requested the Logistics Sector to conduct trainings on asset and inventory management

When asked to evaluate the training level of their logistics staff, 35% of respondents rated the training level of their staff to conduct logistics operations in an emergency context as average, and 5% as poor. In terms of access to training material to build capacity of their staff, 25% of respondents rated their logistics team's access as average or poor. For organisations with no internal platform for capacity building, they stated to mostly rely on online trainings or logistics trainings conducted by the Logistics Sector.

6. Reliability of coordination mechanisms

Participants were asked about their perception of the coordination mechanism in place within the country at different levels and between different stakeholders. In response to their assessment of the coordination mechanisms and their organisation's relationship with government stakeholders, such as the national and state authorities, 90% of respondents said their organisations had good or excellent working relationships with government counterparts. In terms of their organisation's consultation with local communities and the

participation of local communities in the development of programs, 75% of participants said their organisations were doing excellently. Another 20% of respondents said the community participation was good in their programs.

With regards to the coordination between humanitarian partners in general, and specifically between humanitarian logisticians, most participants stated that there is need for significant improvement in the coordination and exchange of information. Humanitarian logisticians should be encouraged to share more and work together for the benefit of the community as a whole. 60% of respondents rated the coordination between humanitarian logisticians as average or poor. This shows a clear need for improved coordination between humanitarian logisticians and a perception that there is still the need for continued coordination.

7. Common data and information on logistics

As most humanitarian organisations have been operating in northeast Nigeria for some years now, there is generally a good understanding among humanitarian logisticians of the services that exist in the region and the main stakeholders. There is also generally a good understanding of the national rules and regulations that affect supply chain activities with 85% rating their knowledge as good or excellent. Some organisations conduct regular market assessments to understand the cost of goods and services they usually procure. However, due to the high turnover of staff and the fast-changing dynamics of the context, 25% of respondents still expressed their knowledge as average and 5% as poor.

More than half of the respondents of the interviews (65%) expressed that there is more need for information sharing among humanitarian logisticians. Information especially regarding vendors and price of goods and services were mentioned during the interviews. The Logistics Sector will continue to encourage partners to share information and will be involved actively ensure useful information is being collected and shared with the humanitarian community through Logistics Sector email list and/or GLC website.

GIS services to produce operational maps, visualising physical access constraints and program planning have been produced by the Logistics Sector. 70% of respondents accessed their access to GIS services as good or excellent. However, it was observed that some respondents (10%) did not know of the presence of such services and therefore there is the need to continue to make humanitarian logisticians aware of the services being offered.

8. Logistics infrastructures and services

The participants of the interviews were asked to provide their assessment on the availability of commercial and government logistics infrastructures and services in northeast Nigeria. In terms of the availability of storage infrastructure, 40% of respondents rated it as low and 45% as average. This was due to the limited storage facilities available in the deep field locations in northeast Nigeria. Most of the locations where humanitarian operations are concentrated either never had such infrastructure, have some infrastructure but it is located in areas which are insecure, or the infrastructure was destroyed as a result of the conflict. There is, however, a good availability of storage infrastructure in the state capital cities of each of the BAY states, as well as some major commercial towns. Therefore, for organisations whose projects are limited to those locations, the storage infrastructure is sufficient.

The commercial sector has continued to function in most Nigeria despite the conflict. This in turn has ensured availability of adequate land transport services. 80% of the respondents rated that availability of land transportation services as good or excellent. Some challenges with the quality of the trucks available persist as well as the limited availability of specialised trucks, such as temperature regulated trucks and boom trucks.

55% of respondents rated the accessibility of air transport services to be a challenge, with 40% rating it as average and 15% as poor. This was attributed to the difficulty of accessing air transport due to the recent increase in air fare due to the shortage of aviation fuel. Another factor considered was the destinations possible to fly using both commercial and UNHAS services. In terms of availability of domestic air transport services, 35% of respondents rated it as average, whereas the rest assessed it as good or excellent.

Respondents were also asked about their perception of the efficiency of customs clearance processes for humanitarian cargo arriving to the country. Whereas this has been a challenge in the past, most participants rated the efficiency of the process as good or excellent. 10% of participants still rated the process as poor and another 20% as average.

V. Perceived Gaps and Needs: Possible Mitigating Strategies According to Respondents.

The participants were asked to select from a list of possible logistics gaps and needs that may still exist in the operating context and which, in the understanding of the Logistics Sector's mandate by the respondent, need to be filled by the Logistics Sector.

The following are the gaps identified by the respondents that still need to be filled:

1. Coordination and information sharing

The coordination of humanitarian logistics activities is one of the main objectives of the Logistics Sector in Nigeria. Most of the participants interviewed expressed the need for more and better coordination and collaboration between humanitarian actors.

The respondents also stated that there is need for better exchange of information between organisations to improve the overall response. Partners can learn from the experiences of each other, develop better and more reliable databases of vendors, reduce the cost and improve efficiency of their operations through proper information exchange. In this regard, dedicated working session on this topic between partners could be implemented.

Partners stated that while the coordination meetings take place regularly, with the meetings becoming online due to the COVID-19 pandemic, participation and interactive discussions had reduced. Respondents also felt that there could be better collaboration between organisations and their logisticians. In terms of information sharing, respondents felt like more information could be shared, especially on vendors and market surveys.

It is interesting to note that a number of interviewees commented that partners themselves need to be more active in the Logistics Sector forum exchanges to reinforce the quality and quantity of information and resource sharing and to facilitate the continuous process of gaps and needs identification.

The Logistics Sector will continue to explore challenges and constraints that partners are facing in terms of importation and customs in order to identify possible area for improvement and potential additional support from IMPACCT.

Some respondents stated that with the return of in-person meetings, there might be improvement in information sharing as familiarity is built among new humanitarian logisticians. From the qualitative data received from the discussions, it was also seen that even though there is collaboration and information exchange, respondents usually share information bilaterally with other logisticians they are familiar with or who work in the same area of response. There were also suggestions to build closer working relationships with the government counterparts to help with advocacy in areas with access challenges. As well as, to frequently share bulletins and newsletters for information sharing.

2. Capacity strengthening

75% of respondents stated that there is need for additional capacity strengthening for humanitarian staff as well as for government agencies responsible for the provision of basic services to the affected populations. This is in

line with the perception of the respondents assessed above on the training level of their staff and the access to trainings that they have. Respondents also stated that there is increased focus on the recruitment of local staff in the areas of operation to improve operational continuity and there is need for capacity building for those. There is also an increased number of national NGOs who are now working as implementing partners for international humanitarian organisations, as such, there is the need to especially focus on capacity building for those organisations.
While the Logistics Sector has provided trainings to government agencies in the past, such as, the National and State Disaster Management Authorities, BAY States Universal Basic Educations Boards, it was recognized that there is the need to continue to provide these logistics trainings. This is to ensure a more sustainable response and allow better overall implementation of projects conducted in partnership with the government.

Respondents stated that additional trainings on topics such as trainings on warehousing, fleet management, security and logistics; programmatic trainings on operations, asset management, forecasting, logistics software, cargo tracking, trainings on fraud and procurement should be conducted. The Logistics Sector will further conduct dedicated Training Needs Assessment and work with partners to develop training plans and evaluate the impact of the trainings.

3. Funding constraints

Most of the participants interviewed (75%) stated that they are facing challenges as funding received by their organisations has declined. Fewer projects being carried out by organisations, compounded with a sharp increase in operational costs due to inflation and fuel shortages in the country.

Some respondents stated that there is need for advocacy with donors for additional funding as the needs outweigh the response, and to increase the percentage of costs allocated to support services, as this would allow for more funds for logistics. Advocacy with the government and other stakeholders on better fuel prices for humanitarian organisations was also proposed as a solution. Another suggestion was to re-establish the common storage warehouse in Maiduguri in order to on the save overall cost of the response as each organisation would then not need to secure their own warehouses. There is the need to develop strategies to reduce cost for the operation.

4. Logistics infrastructure availability (storage and transport)

Participants of the interviews stated that there are still gaps in storage and transportation services in the areas in which they operate.

A number of respondents stated that while storage availability in the state capitals of all three states (Borno, Adamawa and Yobe) is not a challenge, it becomes very different once outside the capital cities. Even with the available storage in the state capitals, warehouse leasing has become extremely expensive for humanitarian organisations in places like Maiduguri. The locations which have the highest number of people in need and thus require the most humanitarian assistance are usually smaller, sometimes remote, towns. These towns either never had storage facilities or they were destroyed as a result of the conflict. In some cases, the facilities may exist but are in insecure parts of the town.

Some of the respondents suggested cost sharing as an option for locations where warehouses are available but are becoming difficult for organisations to lease and manage on their own. Respondents also stated the need to establish common storage warehouses in locations like Damboa, Gubio, Southern Borno, and parts of Adamawa and Yobe States.

Participants stated there is generally a good availability of commercial transport services. However, the quality of the service has been an ongoing challenge. Most transport companies are transport brokers who do not own the fleet of vehicles they provide to organisations. This creates challenges such as the lack of reliability of the truck or driver, inability to properly manage the quality of the service and sometimes the unavailability of trucks when requested by multiple organisations at the same time.

Availability of trucks in good condition is a major challenge according to respondents. Trucks experience regular breakdowns in transit resulting in delay in delivery of commodities, increased security risks and increase in operational costs. Partners also stated that there is a lack of availability of specialised transportation, such as, temperature-controlled trucks, which makes the transportation of temperature sensitive items a challenge. The cost of transportation has also become a challenge due to factors such as the significant increase in cost of fuel and inflation.

Some participants have stated that there is a possibility of consolidated transportation as a solution to reducing costs and the environmental impact of humanitarian action. This would also reduce the number of humanitarian vehicles moving on the roads which would reduce the probability of a security incident affecting a humanitarian organisation. The Logistics Sector can facilitate the process by sharing information amongst partners and provide forum in which interested partners can come together to discuss and manage the consolidated transport approach.

Respondents have also stated that there is a challenge in securing transportation in the deep field locations. A suggestion was to have a pool on utility vehicles, such as pickup trucks or 10 metric ton trucks, in strategic locations which can be used by humanitarian organisations. The Logistics Sector will further assess this need to identify the most efficient modality to address this issue.

5. Other gaps and needs

Some respondents identified other gaps and challenges faced by them as well. Participants identified the poor quality of roads as a challenge in reaching their operational objectives. This is especially aggravated during the rainy season when collapse of bridges and flooding of parts of the main routes used by humanitarians is a common occurrence. Some locations where humanitarians operate get completely cut off for parts of the year due to flooding. Respondents suggested that the Logistics Sector should advocate for the repair of those roads, and for increased security to allow for those repairs and to improve operations generally. Advocacy with stakeholders to provide lower fuel prices to humanitarians was also raised.

The provision of a mechanical workshop for repair of organisation vehicles, as well as maintenance services for generators and other repairs was also suggested. This is because of challenges faced by partners in getting reliable and well qualified vendors for these services.

VI. Gaps Verification: Focused National/Local Capacity Analysis

A market capacity analysis exercise was conducted by the Logistics Sector in Nigeria prior to the gaps and needs analysis. The exercise focused on the areas of operation covered in the current Humanitarian Response Plan (HRP) to understand logistics gaps and needs that exist in the region as expressed by national stakeholders. Through this exercise, a variety of stakeholders were engaged, including national and state disaster management authorities, the private sector and government ministries.

A combination of the results of this analysis and inputs from internal data review were used to confirm and further verify the information collected during the GNA interviews. The following information was shared by stakeholders assessed:

Transportation: Transportation to the capitals of the northeast Nigerian states was not seen to be a major challenge in the region. Most respondents stated that access to those locations and the availability of trucks for transportation makes it easy to move cargo. However, factors such as insecurity, the small number of transporters willing to operate in the region, deteriorated road conditions, the poor state of trucks, cost of operations, and bureaucratic impediments make it difficult to access the last mile (locations in the deep field).

Flooding and natural disasters were also cited as a challenge to being able to reach some locations especially during the rainy season.

While transportation to the last mile is challenging, there are a number of transportation vendors operating in the region and the commercial market remains highly functional. The main means of transportation of both commercial cargo and that of humanitarian organisations to their areas of operation remains by road. In 2022, however, heavy rainfall resulted in the flooding of several roads and the collapse of bridges which lead to the cut-off of some locations, affecting humanitarian operations in the areas. As such, it will be important to continue to monitor the demand for transportation of critical humanitarian cargo by air.

Warehousing: Warehouse availability and the general condition of warehouses in the major cities of the BAY States is considered good by most of the stakeholders approached. The challenge identified though was the cost of leasing the warehouses, which is usually much higher than can be covered by the support costs of projects.

However, in the deep field locations warehouse infrastructure is almost nonexistent. This is either because there were never warehouses in those locations, or the infrastructure there has been destroyed by the conflict or are in areas which are insecure. For the deep field locations, most organisations resort to the use of the common storage warehouses for temporary storage of cargo before distribution and for prepositioning.

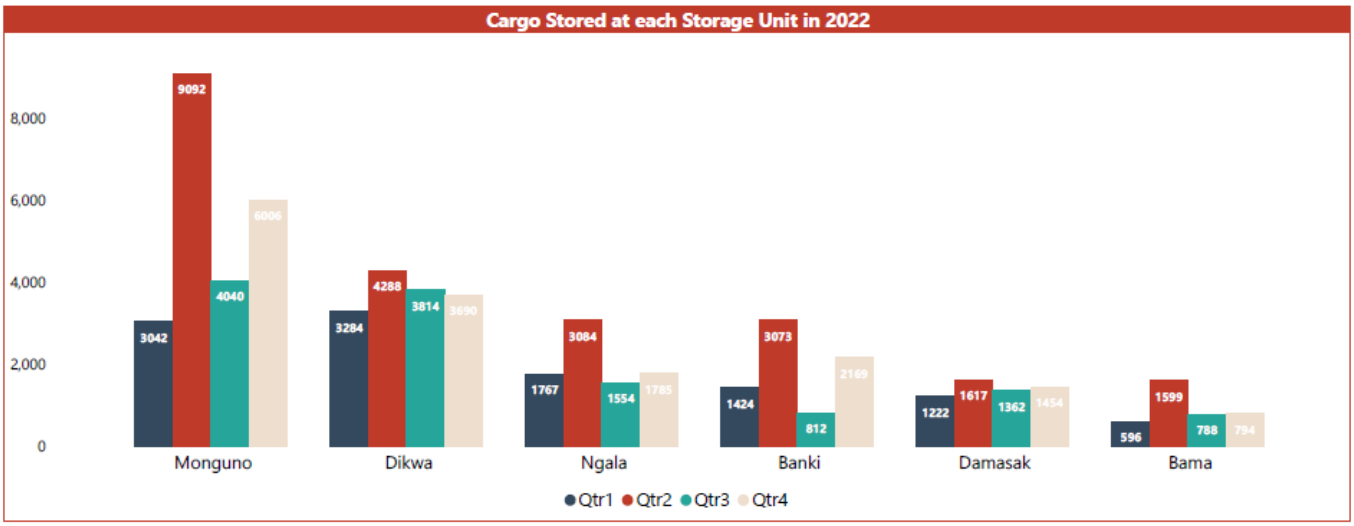


Figure 4: Total volume of cargo stored at the common warehouses in 2022 (quarterly)

The warehouses are all generally well utilized, with a large number of storage requests received from different humanitarian organizations in 2022. There is, however, the challenge of some cargo being stored for extended periods of time. The consignments consist of either of items which are stored by the organizations as prepositioned stock in case of emergencies or could be items which have been in storage for long due to the organization no longer operating in area or the projects the items belonged to having closed.

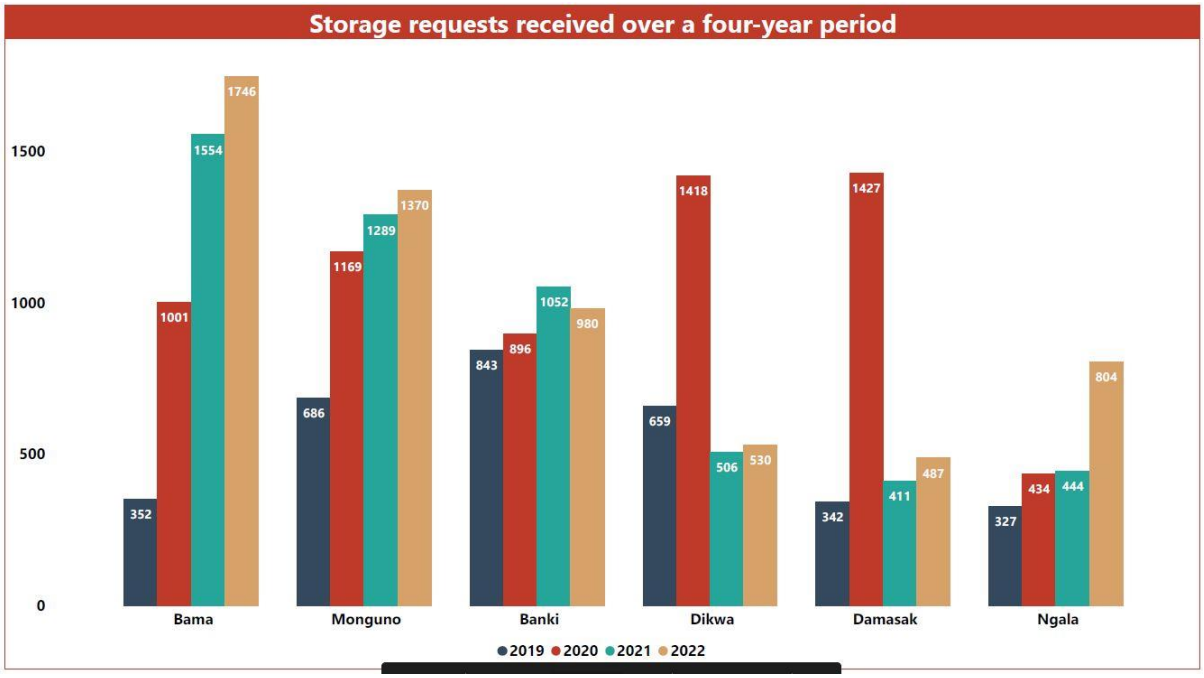


Figure 5: Number of storage requests received over the last four years

The Logistics Sector will work closely with humanitarian organizations using the storage facilities to ensure overstayed cargo is released to free up the limited space available which could be used for other organizations' emergency needs.

Coordination: The need for better coordination between humanitarians and the government was a recurrent point in the discussions. There is the feeling generally that the government should be more involved in the planning of humanitarian programs. While most of the concern was regarding programming in general, where humanitarian action was expected to complement the government's plans, some responders felt there was greater need for logistics coordination as well.

Some respondents also felt there was need for better coordination among humanitarian organisations.

Training: The need for capacity building for government staff and national staff working for local organisations was emphasized. Most respondents stated that there were indeed gaps in capacity. Some government agencies organized visits to their warehouses to show their current systems of implementation and the gaps that exist.

The building of local capacities was generally understood as a means to ensure sustainability of the work being done by humanitarian organisations.

Preparedness and contingency planning: Most private companies have some contingency plans in place to ensure a continuity of their operations in times of emergency. Government agencies, however, were seen to have little or no logistics contingency plans in place in case of an emergency or disruption in supply chains. Even though this has historically led to the inability to respond to certain crises, emergency response plans are yet to be developed.

VII. Conclusion and Recommendations Based on the Gaps and Needs Analysis

As the crisis in northeast Nigeria has protracted over a long period, humanitarian organizations have developed relatively efficient supply chains. Though some gaps exist and will continue to do so. There are, however, some changes to the context as a result of the fluid security situation, exacerbated shocks due to climate change and the returns of IDPs to areas previously not covered by the humanitarian community. As such, it is envisioned that the need for support from the Logistics Sector will remain relevant in some areas. In addition, the support is foreseen to expand to possibly additional locations such as, Malam Fatori, New Marte, Baga, and others. These locations have almost no logistics infrastructure presence, and relevant humanitarian gaps can be addressed by the Logistics Sector.

However, there will be the need to continuously assess the services being offered to ensure that the Logistics Sector remains as a provider of last resort only. The need for this is further accentuated by a reduction in funding levels and "donors' fatigue" meaning that only the most critical support can be prioritized and/or provided by the Logistics Sector to the humanitarian response in northeast Nigeria.

After consultations with the partners and a review of the information collected from other stakeholders operating in the region, the following points have been identified:

- There is the need for more active and robust coordination between humanitarian partners. Most partners identified coordination to be one of the areas where they feel the Logistics Sector is still required. The need to have a platform for the exchange of information and to have a common approach towards challenges faced by the community is essential. There is also the need to improve current coordination mechanisms and to bolster the participation and involvement of the humanitarian community in Logistics Sector related discussions and activity.

  The Logistics Sector will continue to develop ways to engage the partners as much as possible and to encourage participation. An increased involvement of national and state emergency management agencies in the coordination of the Logistics Sector should be encouraged to develop a more sustainable coordination mechanism while also supporting the government agencies to better coordinate responses to emergencies in the future.

- There is also the need to continue to collect and disseminate information which would be useful for the humanitarian community. There is the need to identify information which would be of relevance and would add value to the work of the humanitarians operating in northeast Nigeria, such as, information on road conditions, vendors, access, and infrastructure availability. The regular production of information management products is a good way to ensure information is being shared. Information exchange needs to be encouraged as well between organisations.

- The need for capacity building was a theme that constantly appeared during the discussions. This was the case for both the discussions with humanitarian organisations and other stakeholders. The need for capacity building on a range of logistics related topics was identified. Many of the participants indicated the need for trainings on procurement, cargo handling and tracking, the use of supply chain tools and software, stock forecasting, supply chain optimization, asset management, fleet management, etc. Some respondents also requested for the Logistics Sector to train their program colleagues as most challenges in operation seem to arise from a lack of communication and an understanding of the logistics operations. As such, increased focus will now be on the building capacities on logistics related topics of national staff of humanitarian organizations as well as training of government entities involved in the delivering of basic services and emergency response, to help them efficiently carry out their functions and to reduce dependency on the sector where possible.

- Transportation services in northeast Nigeria were seen to be readily available. While there are some challenges with regards to reliability, the number of trucks available and changes in cost due to increase in fuel prices, humanitarians are generally able to transport their cargo over land to most destinations where they operate. There are a few exceptions to this where temperature-controlled transportation or specialized equipment may not be available. At the moment, for items which are temperature sensitive and time-critical, the UNHAS helicopter service

is used for their transportation. Some respondents suggested the establishment of a mechanical workshop where organisations vehicles and those of the vendors they use can be provided with complete mechanical repairs as finding standard workshops in the region in a challenge.

- It was seen that storage services in the state capitals of Borno, Adamawa and Yobe are available even though the cost of securing the warehouses, their conditions and locations might not be ideal. However, in locations where most of the beneficiaries are located (the deep field) warehouse infrastructure is almost non-existent. Organisations continue to struggle to find storage infrastructure in those locations and most rely on the common storage facilities provided by the Logistics Sector. Utilization of common storage warehouses will be assessed to identify those which are suitable for transition into a cost recovery mode, also considering factors such as accessibility of the location, level of infrastructure in the locations, duration of humanitarian cargo being stored at the locations, etc. Common storage warehouses in locations such as, Bama, could be considered for this transition. Moreover, the Logistics Sector will continue its analysis taking into consideration the context, utilization/rotation rates, and of course funding.

  In other locations where common storage services are not available and not a large number of organisations are present, the Logistics Sector has loaned mobile storge units to organisations for their own use and to facilitate access to storage for other organisations present in the area. This will be especially done to support response to rapid onset emergencies.

  Some organisations interviewed identified other locations where common warehouses need to be set up. The Logistics Sector plans to assess those locations to determine the needs and the best way forward.

- There is the need to work with relevant government agencies and humanitarian organisations to develop contingency and response plans in preparation for future emergencies. In 2022, the Borno State government implemented the closure of IDP camps in Maiduguri, with the returns of the displaced persons to their ancestral homes. This created a sudden need for a change in the response strategies of humanitarian organisations and an increased need for services in the deep field. Northeast Nigeria also witnessed its worst flooding in recent years in 2022. This resulted in the destruction of road infrastructure and the cut off of parts of the states for weeks or even months. There is the need for preparedness to be able to respond to such disasters in the best possible way and in the shortest possible time. It was also noticed that most organisations rated their contingency planning as below average, which shows that they feel there is the need to improve, and some expressed the need for guidance on that.

  The Logistics Sector will work with the relevant stakeholders to map out the possible risks, expected mitigation and response actions, resource availability and gaps to responding to such emergencies. The Logistics Sector will support in preparedness planning to ensure a timely response to disasters.

- For additional support which partners identified, but which may not be provided by the Logistics Sector, other solutions such as Bilateral Service Provision can be explored.

  Overall, while the demand from stakeholders for logistics coordination, information management and the provision of logistics services remains, the Logistics Sector recognises the need for strategy revision and re-definition, looking on the long term, mid-term, and short-term, of possible and appropriate approaches, to identify the problems, to plan coordinated and resourced emergency logistics responses and improve preparation.

  Within the Logistics Sector as well, more focus will be laid on developing capacity of the national staff to lead the sector and to respond to any changes in the context with the best possible solutions. For the moment, the handover or transition of the Logistics Sector to government authorities seems not feasible at this moment due to various factors related to the national context.

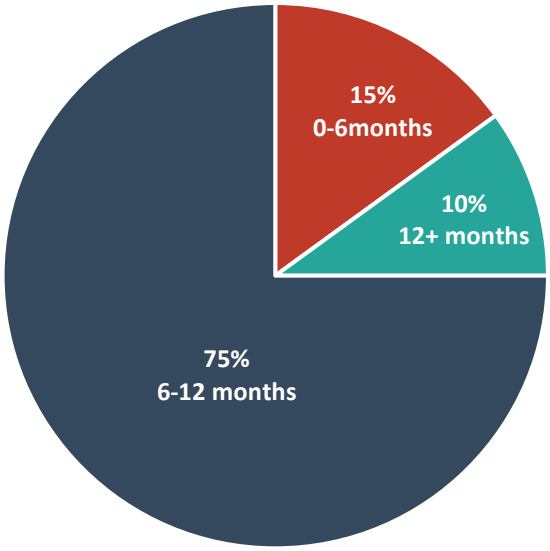
VIII. Annex 1 – Data Collected through Interviews

1. List of Respondents

Name of the organisations
FHI 360
Terre des hommes
Save the Children
Medecins du Monde
Plan International
International Rescue Committee
ZOA
Alliance for International Medical Action
MSF Switzerland
Premiere Urgence Internationale
Mercy Corps
CARE International
Action Against Hunger
Danish Refugee Council
United Nations High Commissioner for Refugees
INTERSOS
International Organisation for Migration
Solidarites International
Norwegian Refugee Council
Catholic Relief Services

2. Planning horizon

DISTRIBUTION OF ORGANISATIONS PLANNING HORIZON



15% of the respondents stated that they conduct their planning for a period of 0 to 6 months. 75% stated that their planning horizon is for within 6 to 12 months, although 5% of these stated to carry out their planning partially either due to the shortage of funds, or flexibility of their response. 10% of organisations stated that they plan for over 12+ months in advance.

3. Supply Chain Conception and logistics planning

	Identification of (internal) logistics needs (i.e.: quality of M&E reports, program planning, accurate dimensioning)	Implementation of best practices (ie: Developing and maintaining SOPs)	Reporting tools in place for logistics activities (e.g.: Stock reports, Cargo tracking, fuel consumption reports, engine logbooks)	Monitoring tools in place to measure the supply chain's performance (e.g.: effective data feeds and metrics in use - production useful data visualizations / dashboards / reports	Advocacy for and mobilization of resources (i.e.: to approach donors and mobilize/secure funds for logistics support)
Organisation 1	4	5	5	4	5
Organisation 2	3	2	5	5	3
Organisation 3	4	5	5	5	4
Organisation 4	3	4	4	3	4
Organisation 5	3	4	3	5	2
Organisation 6	3	5	5	5	5
Organisation 7	3	4	5	5	3
Organisation 8	3	5	5	4	3
Organisation 9	5	5	5	5	4
Organisation 10	4	4	5	2	4
Organisation 11	4	4	4	4	3
Organisation 12	4	5	5	5	5
Organisation 13	4	4	5	5	4
Organisation 14	4	5	5	5	5
Organisation 15	3	3	4	2	5
Organisation 16	4	5	5	5	4
Organisation 17	3	4	5	4	3
Organisation 18	5	5	5	5	4
Organisation 19	4	5	5	5	4
Organisation 20	4	5	5	5	5

4. Contingency planning and adaptation

	Updated (logistics) contingency plans in place	Specific supply preparation/provision - in case of a COVID-19 outbreak	Specific (logistics) contingency plans in place - in case of a new major supply chain disruption
Organisation 1	5	4	5
Organisation 2	3	4	4
Organisation 3	4	1	3
Organisation 4	4	4	4
Organisation 5	4	4	4
Organisation 6	4	4	5
Organisation 7	5	4	4
Organisation 8	3	4	3
Organisation 9	5	5	4
Organisation 10	5	4	5
Organisation 11	4	5	4
Organisation 12	5	5	4
Organisation 13	5	4	5
Organisation 14	4	5	4
Organisation 15	2	4	4
Organisation 16	5	5	5
Organisation 17	5	4	4
Organisation 18	5	4	2
Organisation 19	4	5	3
Organisation 20	4	5	5

5. Organisations Logistics Support

	Reliability (ie: delivery performance, order fulfilement in quantity and quality)	Responsiveness (ie: delivery performance, order fulfilement in time)	Flexibility (i.e.: agility and capacity for the organisation to adapt to change)	Cost efficiency (ie: maintains standards and achievements within budget)	Asset management (ie: efficient management of equipment, goods	Training level of your staff (ie: the training level required to conduct logistics operations in	Access to training material in order to build the capacity of your logistics team
Organisation 1	3	4	4	5	2	3	4
Organisation 2	4	4	5	4	4	4	4
Organisation 3	4	5	5	5	5	4	5
Organisation 4	5	4	4	3	5	3	3
Organisation 5	3	5	5	5	3	3	5
Organisation 6	5	5	5	4	5	5	5
Organisation 7	4	5	3	5	5	3	3
Organisation 8	4	5	5	4	5	3	2
Organisation 9	5	5	5	4	5	4	5
Organisation 10	5	4	5	5	4	4	4
Organisation 11	4	3	3	3	5	4	4
Organisation 12	4	5	5	4	5	4	5
Organisation 13	4	3	5	5	4	5	5
Organisation 14	4	4	4	4	4	4	5
Organisation 15	4	3	5	4	4	3	5
Organisation 16	5	5	5	5	5	4	5
Organisation 17	4	4	5	4	5	4	3
Organisation 18	5	4	5	4	2	2	5
Organisation 19	4	5	5	5	4	4	3
Organisation 20	5	5	5	5	5	3	5

6. Common data and information on logistics

	Reliability (ie: delivery performance, order fulfilement in quantity and quality)	Responsiveness (ie: delivery performance, order fulfilement in time)	Flexibility (i.e.: agility and capacity for the organisation to adapt to change)	Cost efficiency (ie: maintains standards and achievements within budget)	Asset management (ie: efficient management of equipment, goods	Training level of your staff (ie: the training level required to conduct logistics operations in	Access to training material in order to build the capacity of your logistics team
Organisation 1	3	4	4	5	2	3	4
Organisation 2	4	4	5	4	4	4	4
Organisation 3	4	5	5	5	5	4	5
Organisation 4	5	4	4	3	5	3	3
Organisation 5	3	5	5	5	3	3	5
Organisation 6	5	5	5	4	5	5	5
Organisation 7	4	5	3	5	5	3	3
Organisation 8	4	5	5	4	5	3	2
Organisation 9	5	5	5	4	5	4	5
Organisation 10	5	4	5	5	4	4	4
Organisation 11	4	3	3	3	5	4	4
Organisation 12	4	5	5	4	5	4	5
Organisation 13	4	3	5	5	4	5	5
Organisation 14	4	4	4	4	4	4	5
Organisation 15	4	3	5	4	4	3	5
Organisation 16	5	5	5	5	5	4	5
Organisation 17	4	4	5	4	5	4	3
Organisation 18	5	4	5	4	2	2	5
Organisation 19	4	5	5	5	4	4	3
Organisation 20	5	5	5	5	5	3	5

IX. Annex 2 – Gaps verification

Figure 1 - Temporary Storage (RITA) data

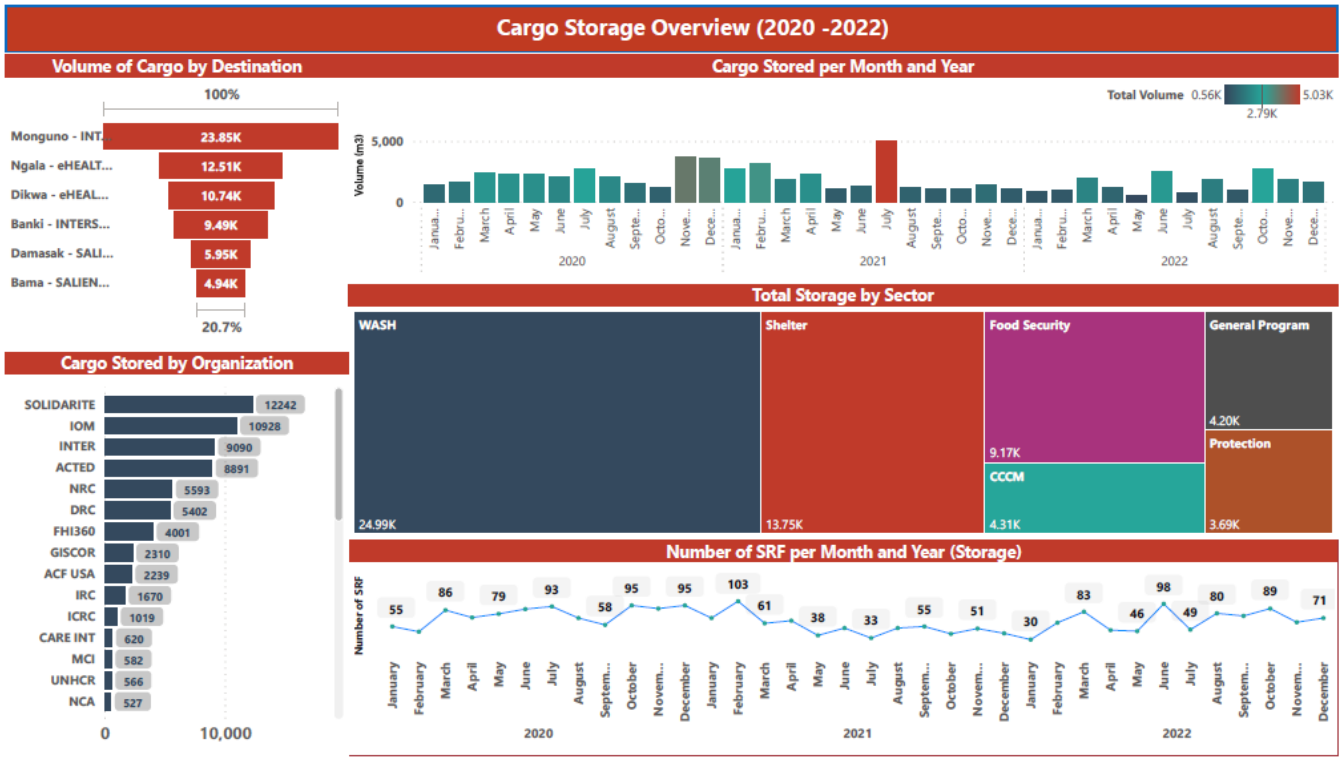
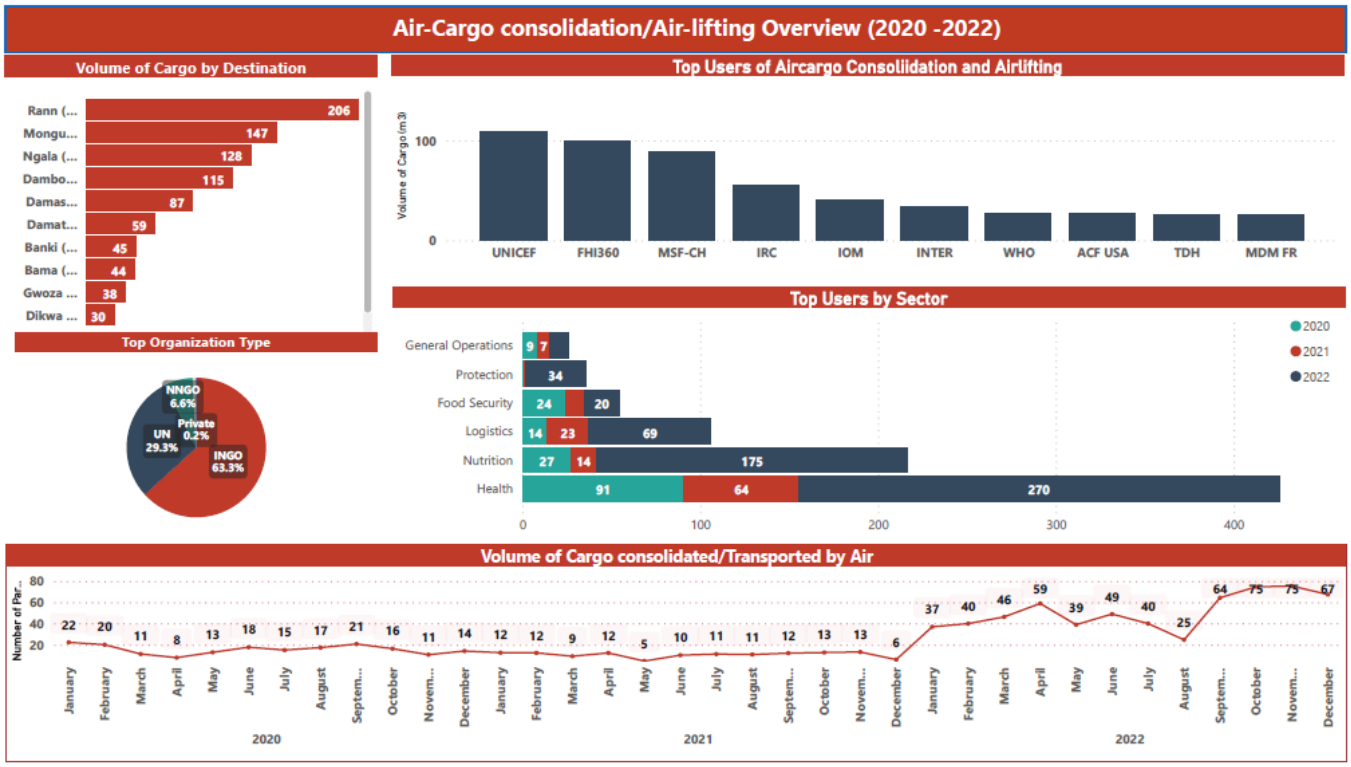
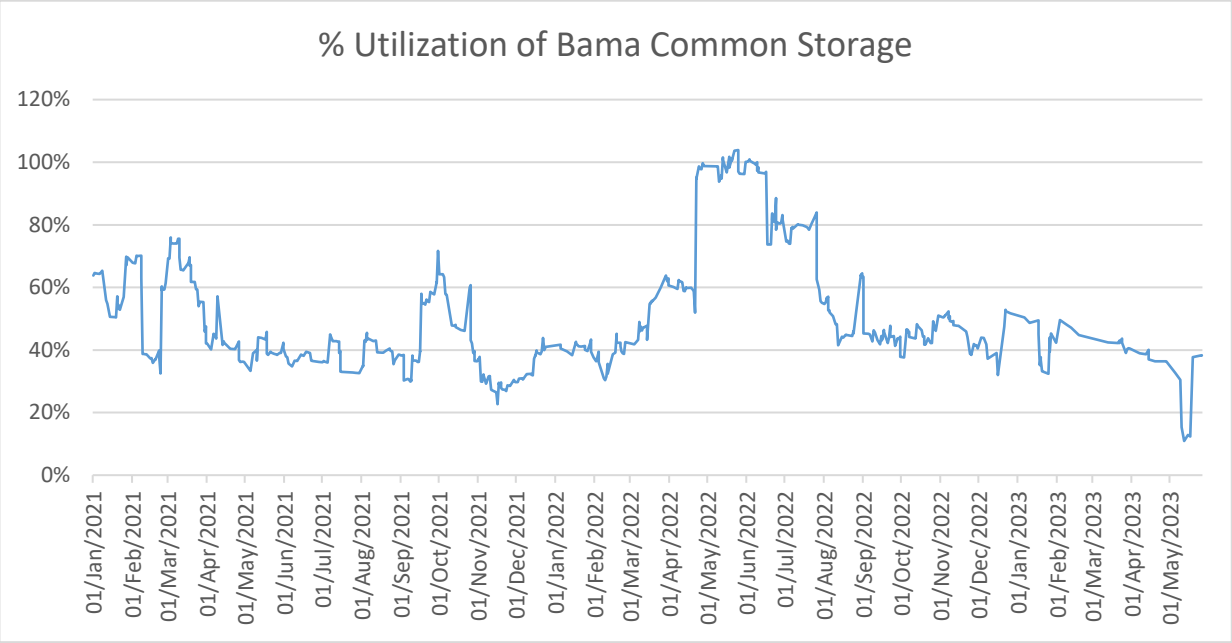


Figure 2 - Air cargo Consolidation (RITA) data



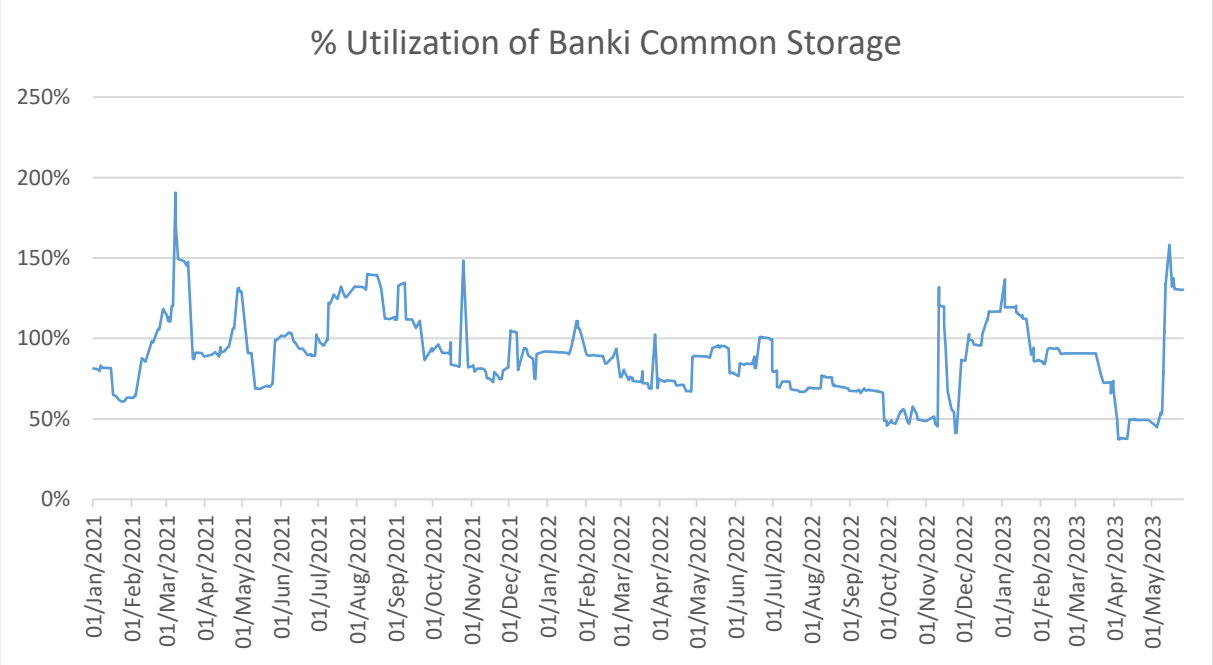
X. Annex 3 – Storage Utilization

Bama



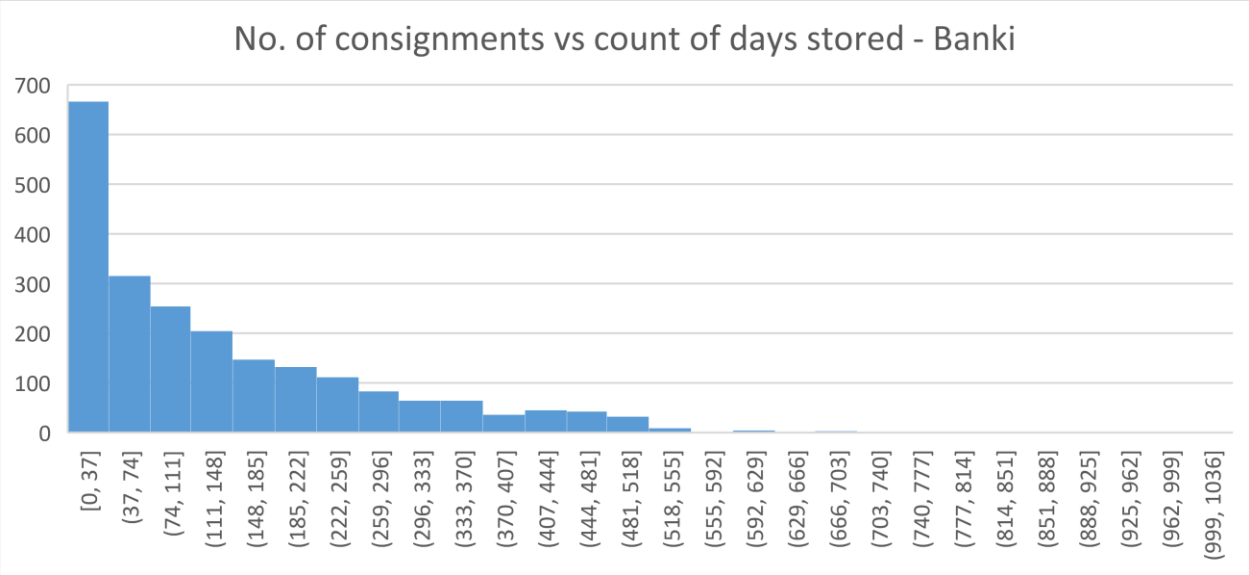
The utilization of the common storage facility in Bama is relatively low, averaging around 40% space utilization from the third quarter of 2022 to date. However, stock is rotated frequently with an average consignment being stored for 51 days. While there is a large humanitarian presence due to the needs in Bama, the town is relatively accessible and developed. Thus, this warehouse has good potential for transitioning to other modalities of operation, such as cost recovery.

Banki

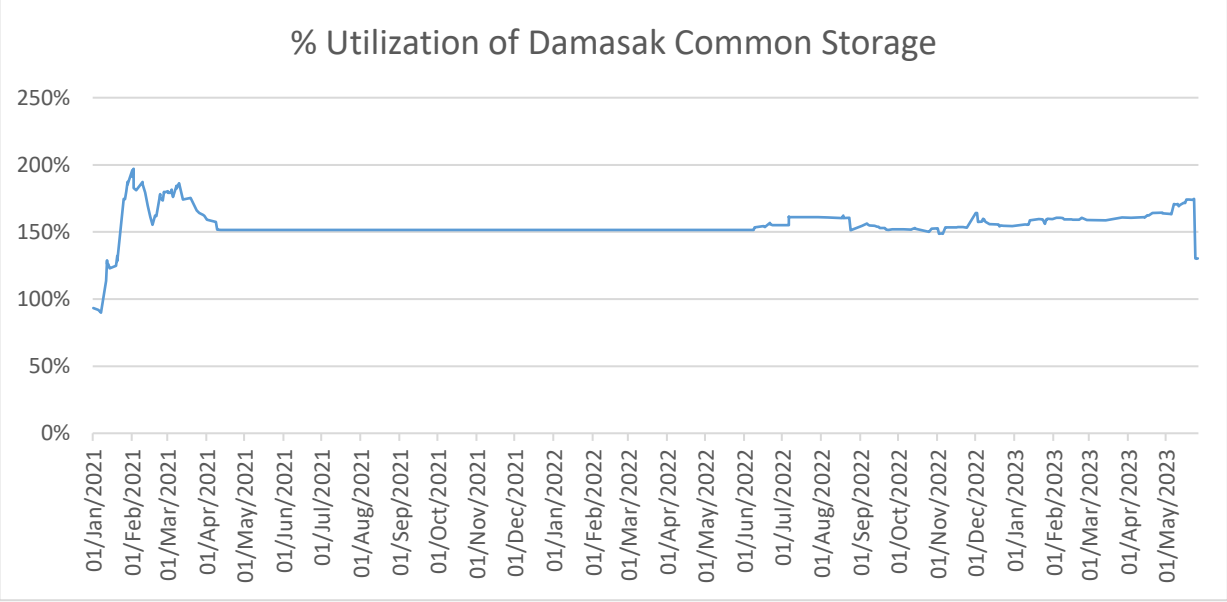


Banki is a small town on the border with Cameroon. Access to the town can be challenging at times of the year, especially during the rainy season. Very little infrastructure exists at the location and there is an influx of people in need either from other parts of the state and from across the Cameroonian border.

It is seen that while the common storage facility in Banki is well utilized, the average duration of consignments being stored at the warehouse is high (135 days). However, this average is higher due to a few consignments which have been in storage for significant periods of time which affects the overall average of the number of days consignments are being stored for. The majority of consignments are stored under the suggested 90 days as can be seen below.

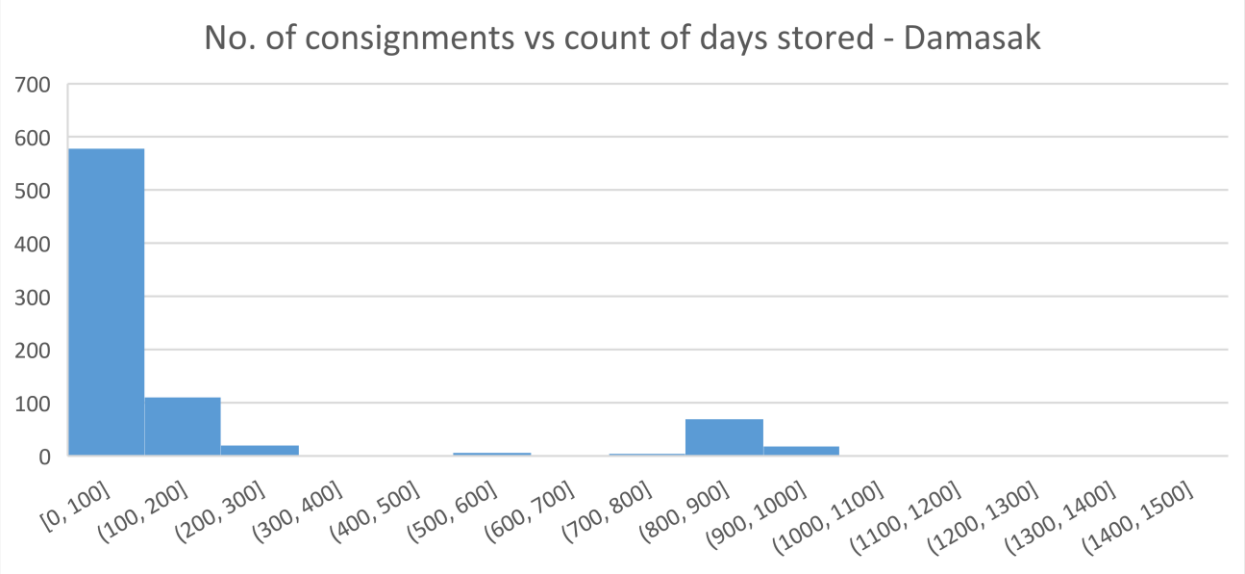


Damasak

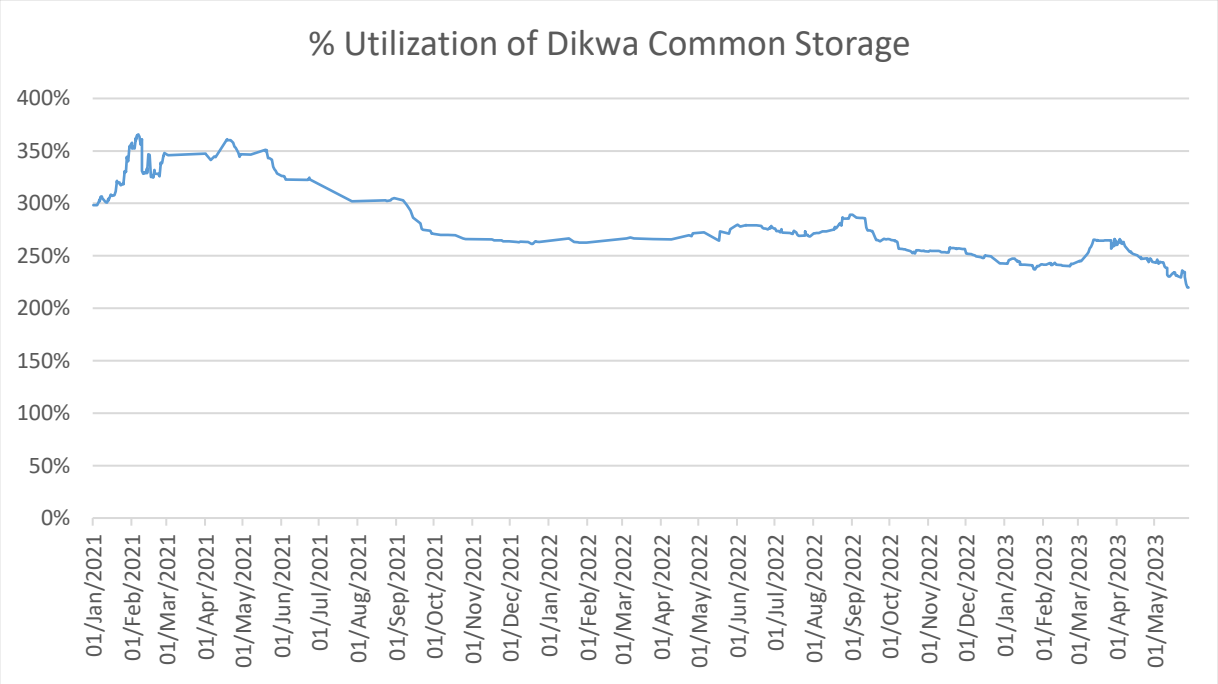


The Damasak warehouse was destroyed in an NSAG (Non-State Armed Group) attack around April 2021. Due to the insecurity at the location, Damasak was inaccessible, and the warehouse remained closed for almost a year with consignment recording paused during that period. Average consignment duration is 151 days, but this is also significantly affected by operations being paused for that duration and the effect of a few consignments overstaying which skews the average to a higher figure.

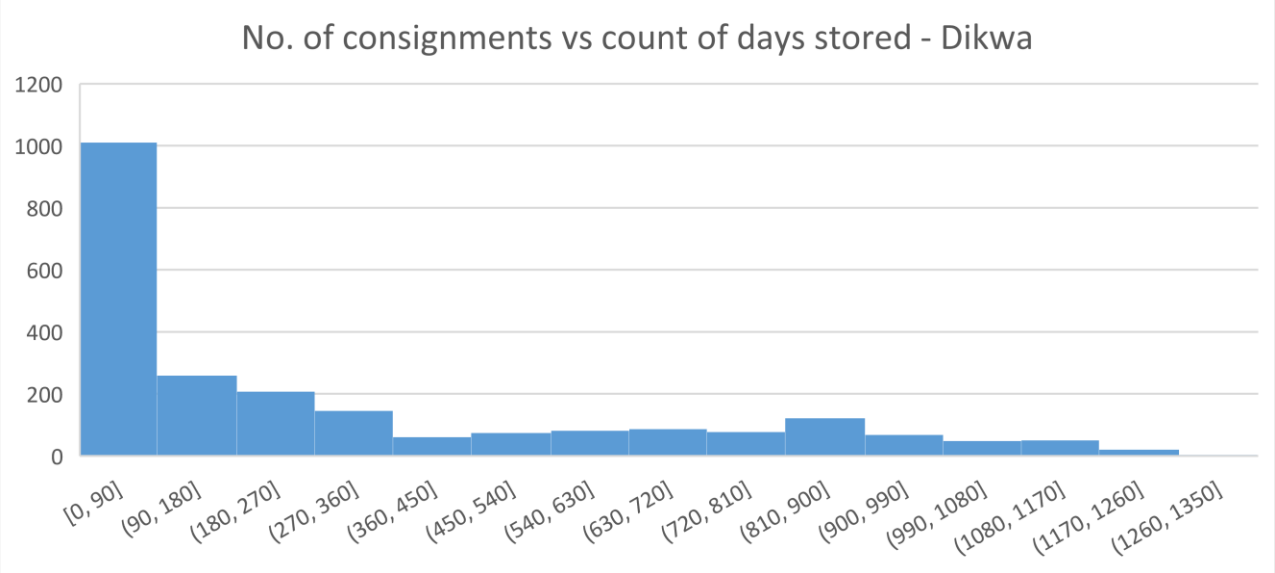
Since the resumption of operations in Damasak, the warehouse has been well utilized with most consignments being within the expected days range.



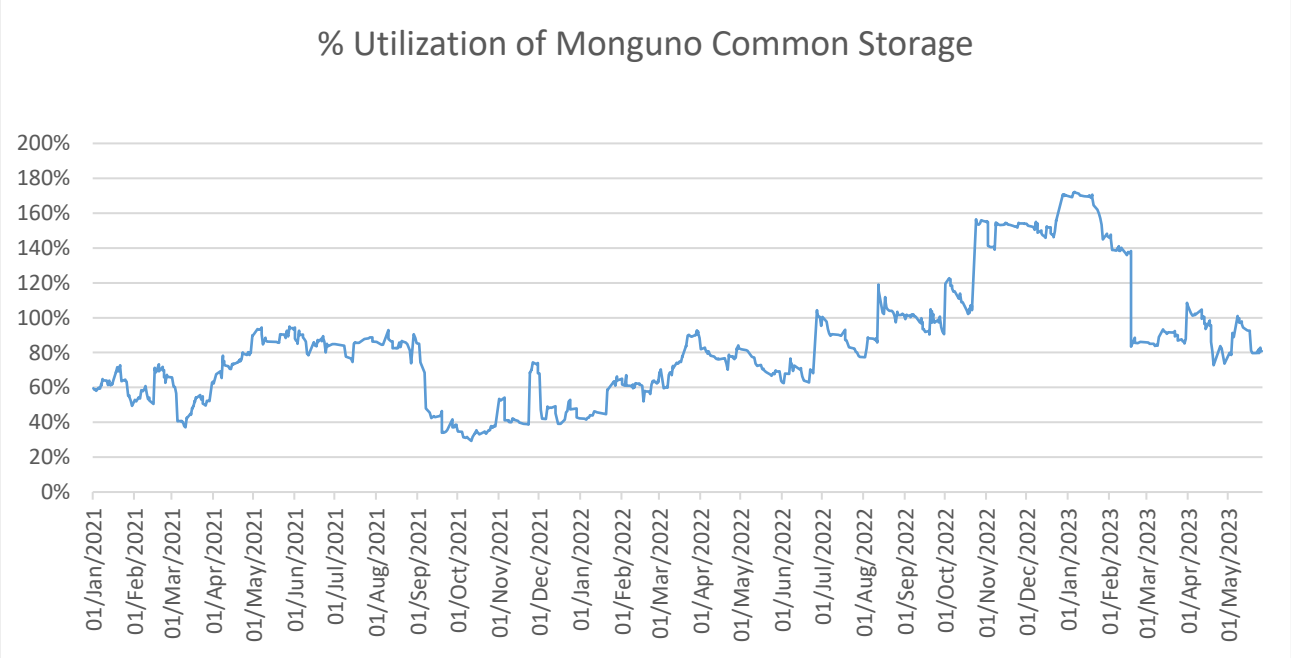
Dikwa



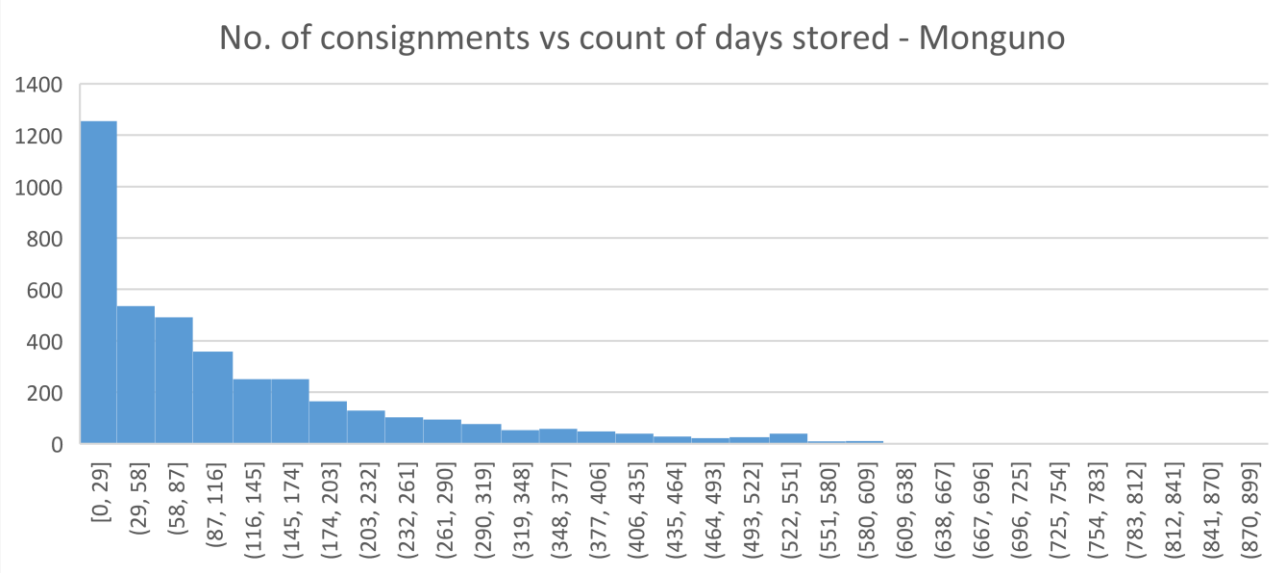
The warehouse is seen to have consistently high usage. However, the duration of consignments being stored at the warehouse is extremely high, with an average of 298 days. While this average is also affected by some consignments with high number of days, the proportion of consignments above the recommended 90-day period is significant (over 50% of consignments have overstayed). This is due to repeated security incidents in Dikwa which has reduced humanitarian footprint at the location.



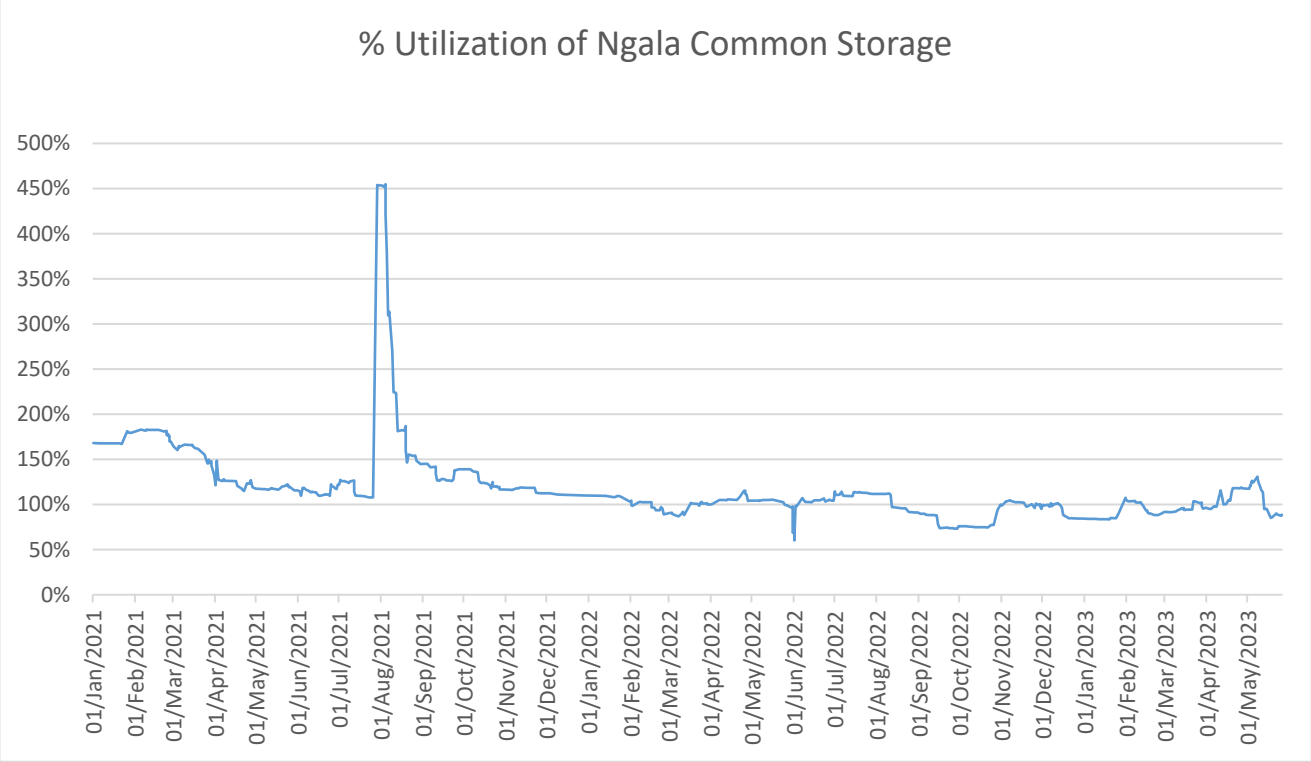
Monguno



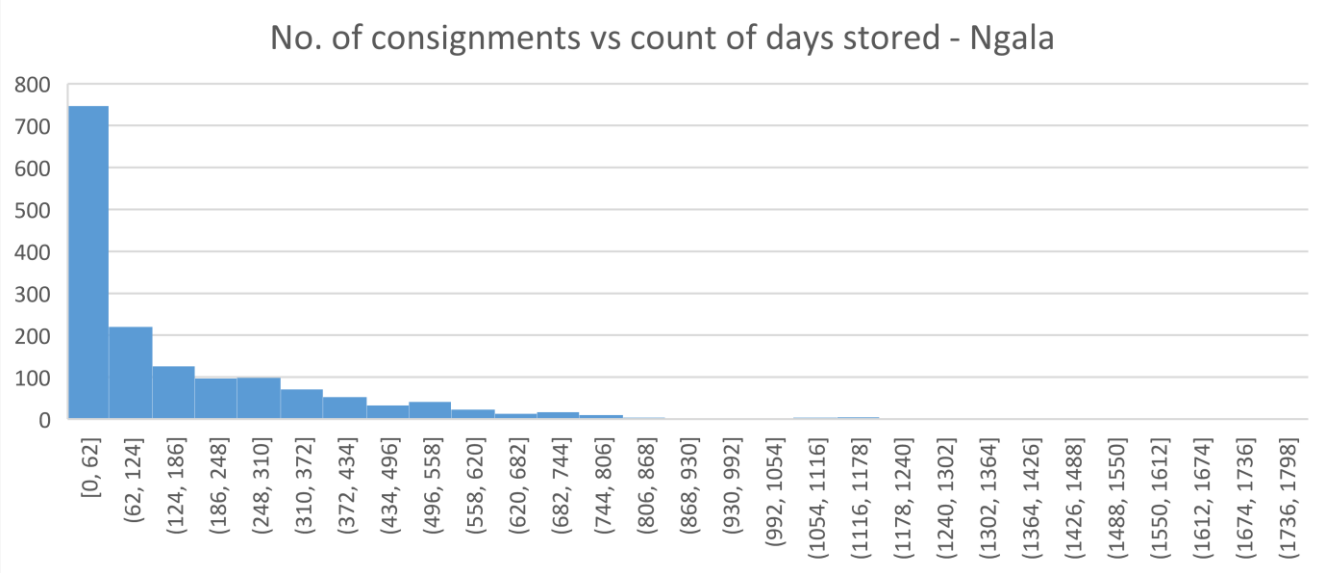
The Monguno common storage is among the highest used facility in terms of volume of cargo stored. Due to the consistent high demand for space in parts of 2021 and 2022, the facility was upgraded to 1,600 square meters. Monguno has a high IDP population and also serves as a focal point to serve other areas in northern Borno State. Average consignment duration is 115 days.



Ngala



Ngala is a hard-to-reach town with little infrastructure and a high IDP population. The average duration of consignments stored is 158 days. However, most consignments are observed to be within the 90-day period, with a few long-standing items causing the average to be significantly higher.


No. of consignments vs count of days stored - Ngala
800
700
600
500
400
300
200
100
0
[0, 62]
(62, 124]
(124, 186]
(186, 248]
(248, 310]
(310, 372]
(372, 434]
(434, 496]
(496, 558]
(558, 620]
(620, 682]
(682, 744]
(744, 806]
(806, 868]
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(1116, 1178]
(1178, 1240]
(1240, 1302]
(1302, 1364]
(1364, 1426]
(1426, 1488]
(1488, 1550]
(1550, 1612]
(1612, 1674]
(1674, 1736]
(1736, 1798]

XI. Annex 4 – Additional information for reference

Review of Logistics Sector-supported training data (2020-2022)

Glossary

Abbreviation	Full Form
CONOPS	Concept of Operations
COVID-19	Coronavirus disease
GNA	Gaps and Need Analysis
GLC	Global Logistics Cluster
IASC	Inter-Agency Standing Committee
IM	Information Management
ISCG	Inter Sector Coordination Group
MSU	Mobile Storage Unit
MT	Metric Ton
M3	Cubic Meters
RITA	Relief Item Tracking Application
SOP	Standard Operating Procedure
WFP	World Food Programme