

## Background

Conflict in northeast Nigeria has caused a large-scale humanitarian crisis with 8.5 million people in need of humanitarian assistance in 2017 in the worst-affected states of Borno, Adamawa and Yobe.<sup>1</sup>

Today nearly 1.6 million people are displaced in the three states in the northeast, livelihoods have been lost, commercial markets and trade have been disrupted, host community resources are depleting, and large areas of Borno State remain inaccessible for humanitarian actors due to the volatile security situation.

Since late 2015, access to the affected populations in the conflict areas has gradually improved, enabling humanitarian organisations responding to the crisis to scale-up their operations, primarily to IDP and host communities in Maiduguri and the headquarters of many Local Government Authorities.

## Logistics Gaps and Bottlenecks

Insecurity, poor/damaged infrastructure and increased humanitarian activity have placed significant demands on logistics capacity in the three affected states, with Borno State being most affected. Movement of humanitarian assistance into key operational areas remains limited, access for humanitarian staff is restricted, and some areas are inaccessible due to active hostilities. Given prevailing security conditions, most of the existing (or proposed) humanitarian aviation activities are supported by Nigerian Armed Forces (NAF) providing security.

In the accessible parts of the northeast, humanitarian actors report no serious issues accessing necessary logistics services through the commercial sector in the majority of these states. However, in Borno State, the scale of humanitarian assistance is still putting strains on the logistics resources available (i.e. transport assets contracted out of Maiduguri can be of poor quality, trucks are prone to breakdown and/or with limited capacity to move on waterlogged roads).

The road network in the northeast is generally favourable for long haul trucking to state capitals with last mile delivery being made along primary or secondary roads which link the majority of locations hosting affected populations. However, 4x4 or 6x6 trucks are suggested for harder to reach areas hosting affected populations or with poor road conditions. During the rainy season, from July to September, the use of all-terrain vehicles to reach some communities may be required. During the rainy season in 2016 and 2017 there were flood warnings in several Nigerian states, which necessitates the regular and careful monitoring of road conditions.

---

<sup>1</sup> Nigeria Northeast: Humanitarian Emergency Situation Update, September 2017, Office for the Coordination of Humanitarian Affairs: <https://reliefweb.int/report/nigeria/nigeria-northeast-humanitarian-overview-september-2017>

The volume of assistance and widespread damage to towns in Borno is still putting pressure on the existing warehouse capacity in Maiduguri and other field locations. Humanitarian actors still require additional capacities in customs clearance processes, warehouse management and the handling of specific relief items (i.e. dangerous goods).

There are also limited airstrip or aerodrome options in the northeast states. A number of field Landing Zones (LZs) have been established through the UNHAS Nigeria operations. Poor weather conditions, particularly during the Harmattan and the rainy season, insecurity and the limited supply of aviation fuel make conditions for air operations generally challenging.

## Objectives

Based on the needs identified and expressed by the humanitarian community, the Logistics Sector aims to facilitate access to sufficient and reliable logistics services and consolidated information related to logistics capacities, to enhance the capacity of the humanitarian community to deliver relief items to hard-to-reach locations, hence ensuring the timely and uninterrupted supply of life-saving relief items to affected people.

This Concept of Operations aims to address the identified logistics gaps and bottlenecks through meeting the following objectives:

1. Consolidated Planning – The Logistics Sector aims to facilitate efficient movement of cargo into areas with access limitations; consolidate and share logistics information and promote continuity in operations; monitor changing needs for support and identify potential gaps in operational capabilities.
2. Infrastructure – The Logistics Sector aims to put into place temporary storage to enable predictable consolidation of cargo prior to dispatch (including cargo moving under escorted convoys), and forward positioning of relief materials.
3. Transport Assets – The Logistics Sector aims to make available special transport capacity, as needed to reach specific locations in Borno State that experience seasonal access constraints.
4. Capacity Augmentation – The Logistics Sector aims to make limited equipment, and key expertise available to increase operational capacities within the humanitarian logistics community in NE Nigeria.

## Planned Activities

The following range of activities and services are not intended to replace the logistics capacities of individual agencies or organisations, but rather to fill identified gaps in the humanitarian supply chain and supplement the response of the humanitarian community through the provision of common services, based on need.

The following services shall be made available to the humanitarian community until the end of December 2018, with the possibility for an extension if needed.

---

*This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.*

### 1. Coordination - to minimise duplication.

- Facilitate regular Logistics Sector coordination meetings in Maiduguri (in other locations as required).
- Support the civil-military coordination (CMCoord) mechanisms established by UNOCHA, and; facilitation of operations level liaison between humanitarian logistics actors and national military authorities.
- Coordinate with other sectors and organisations, including through participation in the Operational Humanitarian Country Team, Inter-Sector Working Group and Humanitarian Access Working Group, the Humanitarian Hub Task Force for incoming commodities and pipeline information for planning and scheduling.
- Liaise with authorities and relevant national and international parties on behalf of the humanitarian community to raise any logistics issues of common concern, including customs and logistics access constraints.
- Mobilise key expertise within the humanitarian logistics community, and manage a series of specific training events to build awareness and capacity, including in the areas of: import and customs processes; warehouse management, and temperature controlled storage.
- Provide guidance for cross border movements of assistance from Cameroon to Nigeria, and other corridors as may be required.
- Consolidate requests for light cargo movement in coordination with UNHAS.

### 2. Information Management (IM) - to support operations and decision-making.

- Consolidate and share information about the operating environment including, but not limited to:
  - available information on logistics capacity, such as suitable road transport assets and storage;
  - current customs regime and tax exemption procedures;
  - expected humanitarian pipelines; and
  - updated information on access, transport infrastructure; and other National and State level regulatory measures affecting the humanitarian supply chain.
- Produce and facilitate access to Geographic Information Systems/mapping tools and products.
- Maintain information sharing platforms including a common mailing list and a dedicated Nigeria Operation webpage on the Logistics Cluster website to disseminate relevant and up-to date logistics information to the humanitarian community: <http://www.logcluster.org/sector/ngr16a>

### 3. Logistics Services

The services made available by the Logistics Sector are not intended to replace the logistics capacities of the agencies, organisations or local markets, but rather to supplement them through the provision of multi-lateral services available to all humanitarian organisations. Access permitting, the following services may be provided on a no-cost-to-user basis, or on a partial/full cost-recovery basis, depending on the availability of funds:

#### Common Storage

- Maintain a common storage facility in Maiduguri, including: 2380 m<sup>2</sup> of warehouse space; 150 m<sup>2</sup> of temperature controlled storage space; 170 m<sup>2</sup> of external, covered storage space for timber and; an open space for kitting.
- Maintain common storage facilities in Monguno (1280 m<sup>2</sup> of warehouse space), Banki (480 m<sup>2</sup>), Ngala (880 m<sup>2</sup>), Bama (200 m<sup>2</sup>), Dikwa (640 m<sup>2</sup>) and Damasak (320 m<sup>2</sup>).
- Establish and maintain additional common storage facilities in key locations identified by partners as operational needs create demand in Rann.
- Maintain a limited contingency stock of Mobile Storage Units (MSUs) and prefabricated offices to make it available for loan to organisations requiring additional storage space for their own use, in locations where a larger common storage facilities are not necessary or partners are not capable of managing such facilities.

#### Common Transport

- Maintain a cargo transport and consolidation service in Maiduguri (collection from service users, consolidation in Maiduguri common storage facility, delivery to the Maiduguri Airport) in coordination with UNHAS light cargo deliveries, via helicopter, to Local Government Areas (LGAs) in Borno State.
- Establish and maintain a common transport service in Borno State, with dedicated assets positioned in forward locations as needed, capable of reaching communities cut off as a result of seasonal rains.

**NOTE: Organisations requesting common storage or transport services (excluding UNHAS cargo consolidation services) must complete a Service Request Form (SRF) available at:**

**<http://www.logcluster.org/document/service-request-form-8> and submit it to [nigeria.clustercargo@wfp.org](mailto:nigeria.clustercargo@wfp.org).**

**NOTE: Detailed Standard Operating Procedures (SOPs) for all logistics services are available at:**

**<http://www.logcluster.org/sector/ngr16a>**

*As 'Provider of Last Resort' WFP, through the Logistics Sector, is responsible only to provide logistics services that fill identified gaps in logistics capacity and/or demanded by organisations operating in Nigeria, where access and funding permit and where these gaps limit the ability of the humanitarian community to meet the needs of the affected population.*

---

*This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.*



*This Concept of Operations is a live document and the activities will be adapted and revised as the situation unfolds and further assessment results become available, including the possible provision of additional logistics common services as required by the humanitarian community.*