



WFP REGIONAL SPECIAL OPERATION SO 200402

Country:	Regional ODD
Type of project:	Special Operation 200402
Title:	Regional logistics augmentation in support of the Sahel Drought Crisis
Total cost (US\$):	USD \$ 5,647,461
Duration:	6 months (April 01 to 01 October 2012)

Executive Summary

The drought in the Sahel poses a significant logistical challenge to the World Food Programme. West Africa is a poor region in which the current infrastructure, ports and inland transport corridors, are largely inadequate to absorb the quantities of humanitarian assistance required to reach people in need. The supply chain is complex, with several activated corridors and different procurement modalities, international as well as regional. The food pipeline also includes significant quantities of nutritious commodities that are sensitive to the hot climate in the Sahel region.

This Special Operation is intended to augment the regional logistics capacities to meet the immediate transport and storage needs for WFP, as well as the potential needs of the wider humanitarian community. At the same time it makes provisions for facilities that will benefit WFPs operations in the region beyond this emergency, in particular with regard to the setting up and some construction works to establish adequate storage facilities for sensitive food commodities.

Project Background

1. The Sahel region—particularly Niger, Chad, Mali, Mauritania, Burkina Faso, Senegal, Northern Cameroon and Northern Nigeria —is once again facing a serious food security and nutrition crisis with alarming rates of malnutrition and associated mortality;
2. While Sahel countries face food security and nutrition challenges every year, this year's indications are again alarming and several of the concerned governments have appealed for assistance;
3. In addition to the food insecurity, the security situation in northern Mali has deteriorated, causing thousands of people to flee across the borders to Mauritania, Niger and Burkina Faso. There are also a large number of internal displaced (IDPs). These refugees and IDPs will be in need of humanitarian assistance;

4. The WFP Regional Response Framework estimates¹ more than 500,000 mt of assorted food commodities and US\$ 62 million worth of cash and vouchers need to be distributed by WFP. The peak of the requirements for the nutrition activities is between April and September (blanket feeding period) and, between June and September, for food security (targeted food or C&V assistance);
5. In the case of Chad, the drought affected caseload adds to the operations in the east of the country, an area which is inaccessible during the rainy season (May - July) and therefore requires food to be prepositioned by the end of April;
6. To meet the needs of the affected populations, WFP will make use of several procurement modalities, including international and regional purchase, as well as the forward purchase facility. The combination of these elements require a solid but flexible logistics set-up in the region and sufficient capacity to manage the supply chain;

Project Justification

7. West Africa is the poorest region in the world today and ports, rail and road transport capacities are still largely inadequate or insufficient and, especially when taking into account that the affected areas are largely landlocked, general logistics augmentation in all areas will be required;
8. The current corridors used to supply the Sahel region have limited through-put capacity and the significant increase in expected tonnage may cause congestion unless alternative arrangements are put in place and the supply chain is continuously monitored;
9. The scope of this crisis calls for a coordinated response amongst the several humanitarian actors expected to intervene. In line with its mandate, WFP will have to ensure that solid coordination structures are in place for Logistics and for Emergency Telecommunications;
10. Storage capacities in some of the key hubs, most notably Niamey (Niger), Ouagadougou (Burkina Faso), Bamako (Mali) and Ngaoundere (Cameroon) are not sufficient to cater for the augmented needs, and additional storage space will have to be secured, either by use of mobile storage units or by refurbishment of existing structures. The same is the case in those areas of Mauritania, Niger and Burkina Faso experiencing an influx of refugees from Mali;
11. Commodities purchased under the forward purchase facility arrive without donor markings and it is the responsibility of logistics to provide bag-marking facilities. This procurement modality is, however, a novelty in the region, and sufficient facilities for bag-marking will have to be urgently availed in the selected FPF hubs (Abidjan, Tema, Lome, Ngaoundere, and Niamey);

¹ Does not include the requirements of the governments and other partners.

12. Several sensitive food commodities will represent a significant part of the food intervention. The shelf life of these products is directly linked to adequate and accurate control of temperature, humidity and protection from other climatic factors. Therefore, WFP requires the use of temperature controlled warehouse space to store and conserve stocks of nutritious food products. The degradation of the product caused by hot and humid climates can be reduced by up to 50% through the use of appropriate storage facilities. Adequate facilities, however, do not at present exist in all locations where WFP can expect to have to store nutritious food products. While the urgency of the situation calls for immediate solutions, WFP can expect to make use of nutritious commodities in the region also in the future and the operation will therefore not only cater for the short term temperature controlled storage needs, but also long term options particularly in the countries exposed to extreme heat like Chad, Niger and Mauritania. ;
13. Multiple sites of regional procurement will be activated in Nigeria, Benin, Togo and Cote d' Ivoire,. Additional logistics staff will have to be deployed urgently to these points of origin to organise timely take off and transport.;
14. The amount of commodities expected, the number and complexity of corridors used and the large variety of procurement modalities (FPF, international, regional) employed creates a complex supply chain and calls for additional resources and tools to monitor and manage the supply chain;

Project Objective(s)

15. The Objectives of this Special Operation are

- To enhance the overall logistics set-up in the region;
- To enhance interagency logistics coordination structures through the Logistics and the Emergency Telecommunications Clusters
- To ensure that sufficient and adequate storage capacity, including temperature controlled warehouses, is available in strategic locations in all corridors;
- To augment the transport capacity as, and where, required;
- To ensure sufficient logistics support to regional procurement operations;
- To support and facilitate supply chain related decision-making;

Project Implementation

Enhancing the overall logistics set-up in the region

16. Deploy a Senior Logistics Officer specialised in port operations to the region for the duration of the crisis;
17. Re-activate the corridors of Tema, Abidjan, and if it should be required, Apapa, including augmenting the staffing structure in these corridors. An overview of corridors and countries these will serve has been planned²:

² Please refer to the Sahel Emergency Logistics Concept of Operation for further details.

CURRENT CORRIDORS	CORRIDOR	COUNTRIES SERVED
	Naoukchot	Mauritania
	Dakar	Senegal, Mali, Burkina Faso
	Lome	Mali and Niger
	Cotonou	Niger
	Douala	Cameroun, Chad
	Port Sudan*	Chad

Enhance Interagency Coordination Structures

18. A Logistics Cluster Coordinator will be deployed to the region for a period of four months to support the logistics cluster under creation (Mali) and logistics sectors leads in countries with refugees populations. A dedicated Cluster coordinator will be deployed to Niger for the duration of the operation. The Cluster coordination initiative will be supported by an Information Management Specialist.
19. For the Emergency Telecommunications Cluster, a Fast IT and Telecoms Emergency and Support Team (FITTEST) specialist will be deployed to the theatre of operations to coordinate the emergency telecommunications operations within the larger humanitarian community;

Ensure increased and adequate storage capacity in all corridors

20. Augment the storage capacity in Bamako (Mali), Ougadougou (Burkina Faso) and Ngaoundere (Cameroon);
21. Undertake the rehabilitation of the current storage facilities in Niamey, Niger with a view to ensure these are appropriate for the amounts and types of food commodities expected;
22. In order to provide suitable warehouse space for sensitive commodities, WFP Logistics' strategy is twofold:
 - Install mobile storage units complete with air conditioning system and generators in selected EDPs in Chad, Niger, Mauritania, Burkina Faso and Mali (this will be carried out during the first 2 months of the operation);
 - Based on a prior assessment of local conditions, construct specialised warehouse facilities in the EDPs of N'djamena (Chad) and Niamey (Niger).

These are hubs that can expect to handle sensitive commodities in considerable quantities during this operation as well as in the future, and where climate conditions are such that a deterioration of sensitive commodities may be expected unless stored in a temperature controlled environment. The warehouses will be constructed in line with WFP's green initiative in order to maximise energy efficiency (this project will require a full 6 months to complete);

Logistics support to regional procurement operations

23. Deploy logistics staff to all procurement sites;
24. Ensure bagging and bag-marking facilities are available at relevant sites;
25. Set-up a temporary WFP office structure in Nigeria, where WFP does not have a presence, to facilitate the logistics operation related to the significant procurement operations planned in Nigeria;

Support Supply Chain Management

26. The regional bureau's supply chain management capacity will be augmented with one dedicated staff to continuously supervise the usage of the various corridors the region;
27. The regional staff will be supported by dedicated staff based in HQ tasked with implementing the supply chain tools in the regional supply chain management set-up, and adapt the existing tool to the particular needs of this operation. This is a particular challenge in West Africa, due to the complex logistics set-up in the region and the need to avoid congestion in the ports and corridors;

Project Cost and Benefits

28. The total cost of running the operation is estimated at USD \$ 5,647,461(See Annex 1 for Budget Summary);
29. This Special Operation is anticipated to bring forth many benefits:
 - Facilitate the timely dispatch of food to the drought affected countries
 - Enhance the logistics capacities of the countries experiencing refugee influx due to the security situation in Mali
 - Optimise the use of the different corridors used for internationally procured food commodities
 - Support the implementation of the forward purchase facility in the region, both in terms of adequate receipt and storage capacity and integration of FPF cargo into the overall supply chain
 - Provide temporary and permanent warehouse structures for sensitive nutritious food commodities
 - Ensure sufficient logistics support to the regional procurement operations

- Support interagency Logistics and ETC Cluster activities

Monitoring & Evaluation

30. A compliance and cost effectiveness mission with support from the WFP logistics and transport branch shall take place during the project implementation to ensure a proper application of WFP standard rules and practices;31. The project will be managed as follows:

- The Regional Logistics Officer will provide oversight regarding the implementation of the Special Operation. Additionally, the Regional Logistics Officer will serve as the Project Manager,
- The WFP Regional Director will act as the fund manager for this Special Operation while the Regional Bureau will undertake funds allotments;

The performance indicators for this special operation will be as follows:

- Percentage of actual deliveries versus requirements
- Number of delivery points reached
- Actual food/ NFI tonnage delivered per month versus projected tonnage
- Reduced lead time for port discharge and overland transport

Risk Analysis and Contingency planning

31. A number of risks could impact the implementation of the SO. The main risks identified are presented through the three risk areas (contextual, programmatic and institutional). The subsequent narrative explains the risks and outlines mitigation measures to be taken;

32. Contextual Risks. Given the number of countries needing assistance, complexity of the logistics supply chain and the quantities of food required, delays in one part of the supply chain will have negative consequences on the entire chain. Therefore it is essential that the supply chain is appropriately managed and solutions found as bottlenecks arise. At the same time, the security situation in some parts of the region might limit access. Flexibility must be maintained to deal with potential problems.

33. Programmatic Risks. Given the potential increased needs arising from a deteriorating situation the Special Operation might need to expand and change activities in line with emerging demands from stakeholders. To mitigate this risk the operation must be able to scale up and/or change as warranted. Given the interdependency of corridors, adequate funding will be needed to ensure infrastructure and staff can be put in place in all locations at the same time.

34. Institutional Risks. Climate controlled warehousing is required to ensure that sensitive commodities are appropriately handled. If the necessary infrastructure is not put in place there is a risk that the quality of the commodities will deteriorate

considerably. Therefore efforts will need to be made for storage to be put in place fast and correctly.

RECOMMENDATION

This Special Operation covering the period from 01 April 2012 to 01 October 2012 at a total cost to WFP of US \$ 5,647,461 is recommended for approval by the Executive Director with the budget provided.

APPROVAL

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Ertharin Cousin
Executive Director