

**Terms of reference – Consultancy on the feasibility and creation of a
2019 strategy for the Maiduguri Inter-Agency Logistics Platform**

| | |
|-------------------------------|-------------------------|
| Country | Nigeria |
| Area of implementation | Maiduguri (Borno State) |

1) GENERAL CONTEXT

General Context

With the biggest population in Africa, (between 178 and 200 million inhabitants), Nigeria is ranked as one of the first economy of the continent thanks to oil and petroleum products as well as mineral resources (gold, iron, diamonds, copper etc...). Despite a strong economy, Nigeria suffers from huge inequalities between rich and poor, and from a high rate of corruption, at every level. Moreover, a great ethnic diversity mixed with a federal mechanism make it a real powder keg. Within this volatile environment, the conflict in the North-East of the country (states of Borno, Adamawa and Yobe) and the linked widespread violence triggered a large scale humanitarian crisis.

The conflict in the North-East

Boko Haram was created in 2001, with activity related to social actions and schooling. Over the years, the group started an armed rebellion against the government of Nigeria. Several members of the group were arrested, sparking deadly clashes with Nigerian security forces. The group's founder and then leader Mohammed Yusuf was killed while still in police custody. This was the beginning of the radicalization of the movement and of the conflict still affecting the area in the present days. In 2015, the Nigerian army received the support of an occidental military coalition (US, France, British). The same year, Boko Haram pledged allegiance to ISIS and ended up divided into two branches: ISWAP (linked to ISIS) and JAS (the historical branch).

This ongoing conflict as well as the absence of basic services have created acute humanitarian and protection needs for those impacted by the crisis, including refugees, internally displaced persons (IDPs) and local communities.

Humanitarian consequences

The armed conflict affected more than 14 million people, with 2 million forcibly displaced in the Lake Chad Basin region, and new displacement continues. Following the new conflict and military developments, several Local Governmental Areas (LGAs) of Borno State were deemed accessible to humanitarian aid by the Nigerian government. But outside of the capital cities, in the countryside, the security is not granted to the populations and to the humanitarian workers. Assessments conducted in newly accessible areas in Borno State revealed severe humanitarian and protection conditions. Still, many people remain inaccessible to humanitarian actors due to insecurity, particularly in Nigeria's Borno State and border areas of Cameroon and Niger.

The Maiduguri Inter-Agency Logistics Platform (MIALP)

Premiere Urgence Internationale ("PUI") has been managing Maiduguri Inter-Agency Logistics Platform (MIALP) with WFP Logistics Sector since November, 1st 2016. The Platform offers free of charge logistics services to Borno's humanitarian community. The current WFP grant supporting the project will end December, 31st 2017. The present proposal presents the extension of the project for the first quarter of 2018. To that extent, the following consideration ought to be taken into account to ensure the continuation of quality services to the humanitarian organizations operating in Borno, Nigeria.

From January 2018 to June 2018, the common warehouse was used by 30 partners (including PUI). The MIALP offers multiple services to the humanitarian community : common warehouse (MSU, timber sheds, warehouse), temperature controlled area, kitting area, UNHAS cargo consolidation, training room space available upon request for all partners and logistics trainings.

At the end of 2018, WFP expressed its wish to stop supporting the MIALP to focus on logistics activities in new accessible and hard to reach areas. In this context, PUI plans on review the possibilities to continue its logistics services toward humanitarian partner in Maiduguri. One option would be to study the feasibility of a cost recovery logistics platform through an external consultancy.

2) DESCRIPTION OF TASKS

The consultant will work under the direct supervision of the Deputy Head of Mission for Program.

His/Her main tasks are:

1. Elaborate a plan for a smooth and tailored to the context cost sharing solution. This includes: partnership and invoicing mechanisms, a detailed implementation planning, a contact list of partners (including contacts for invoicing), templates of tools;
2. Realise a market study on storage space capacities and opportunities in Maiduguri (average price per square meter, availability...);
3. Analyze the results of a survey deployed by PUI to the humanitarian partners using the MIALP services (international NGOs and agencies) on their willingness to engage with the logistics platform in the medium to long term;
4. Develop one on one contacts and discussions with partners having expressed their wish to benefit from the platform even under cost sharing solution, to better tailor the mechanism to their needs, capacities, internal processes, and to ensure that they are properly and timely informed about the unfolding of the cost sharing solution
5. Collect all documentation related to the legal aspect of the project with the cost recovery aspect (registration, payment tax/tax...)
6. Establish the different possible scenarios of a transition to a total recovery of costs and propose a relevant billing system to ensure the viability of the project without donor funding;
7. Propose and provide to the team some strategic and relevant adjustments to improve its efficiency, the sustainability of the actions and the impact on the partners
8. Provide communications tools for remittances and presentations of the project and of the principle of cost recovery.

The consultant may be asked to perform additional tasks to those mentioned in these terms of reference provided that they are linked to the global objective of this consultancy.

The expected deliverables are:

- 1- A presentation document of the logistics platform strategy for 2019** including a feasibility study with regard to discontinuation of funding from donors (type "business model") as well as a market study on storage space in Maiduguri. This document must include :
 - a study of viability of the project without external funding (including the mission support costs);
 - an analysis of partners interested by the cost sharing solution, based on the survey implemented by PUI in October and individual meetings, as well as a contact lists of the focal points for these partners;
 - a study on the capacity and cost recovery of storage for the partners of the platform in order to measure the economies of scale that can be achieved through the project;
 - a study on the invoicing system and the legal aspect of the cost recovery part for the project;
 - a codification of products allowing better monitoring and reporting of movements of stock.
 - propositions of organizational improvements in order to reach optimal running costs
 - a detailed implementation plan, with actions and timeframe for each step of the transition to cost sharing (including the communication to partners all along the process)
- 2- A communication document to present the cost recovery for 2019** including a communication

plan, a smaller version of the consultancy report with a specific approach to the recovery costs, and a list of contacts within the various organizations. This document must include:

- a study to identify the target for the communication;
- the objectives of this communication;
- a model 'evaluation and debriefing' follow-up to the communication;
- a study on the communication tools.

3- Templates of the tools related to the cost sharing mechanisms (invoices, invoices follow up database, revision of the current tools, MoU with partners,...). This would include the preparation of the shift from RITA to SAGA as consignment management software (set up of the software, training of the team).

4- Timeline:

Planned mission from November 15 to December 14, 2018:

1. Study phase
 - 1.1. Interviews and collection of information from the Logistics Cluster and NGOs and the Platform team logistics
 - 1.2. Collection of information on storage space to Maiduguri
 - 1.3. Development of the strategy and the report analysis;
2. Delivery of a first draft of deliverables on December 6th ;
3. Presentation to PUI Nigerian mission coordination team of PUI on December 12th ;
4. Presentation of an amended and final version after comments to PUI Nigerian mission Coordination team of procedures and deliverables on December 14th ;

4) Logistics, security and administrative organization

The consultancy will take place in Maiduguri, Borno State, Nigeria.

PUI will be in charge of the organisation of the consultancy:

- Visa
- Plane tickets
- Accommodation and transportation in Nigeria (Abuja and Maiduguri)
- Internet access and workspace
- Security equipment : phone with security contacts and visibility equipment for field visits

The consultant will be in charge of :

- Medical care and social security
- Bringing its own computer

While under PUI responsibility in Nigeria, the consultant will have to strictly follow PUI security, behavior, PSEA and fraud/corruption procedures

3) Application process

Profile of the Consultant:

- Significant experience in logistics and stock management in the humanitarian sector
- Experience in logistics project management
- Experience in business creating.
- Knowledge of the Nigerian context
- Autonomy and organization
- Excellent relational capacity
- Excellent skills in English; speaking and writing
- Document drafting experience (reports/strategy);
- Ability to synthesize;

To be valid, your application should include the following documents:

- Your Curriculum Vitae;
- An application letter demonstrating your abilities / qualities / experiences to perform the consultancy
- A budget
- A detailed schedule of the implementation of the consultancy;
- A reference document or an extract from document written and signed by you (max. 5 pages) showing your writing skills in relation to a subject of evaluation/audit or a strategy (any other type of document / subject irrelevant will bring the) disqualification of the candidate);

Candidates should send all of this documentation in electronic format to Mr Guillaume GIARD: ggiard@premiere-urgence.org. Cc : idal@premiere-urgence.org with the following subject: "NGA - Consultancy on logistic platform".

The deadline for submitting applications will be November 19th.