Caseload Re-modelling in Northeast Nigeria

June 2019 to September 2020
Triggers:

**EFSA Findings and Trends:**
- Pronounced levels of food insecurity (LGA comparison/Camps versus host communities)
- Increased levels of food insecurity compared to February/October 2018

**Main actions:**
- Further consultation and verification with colleagues and partners
- Triangulation with other data sources including presence/operation of partners
- Identification of operational gaps and coordination of response plan with FSS
- Recommendation

Expected Outcome:
*Lean Season and Post Lean Season*

- Increased response/caseload in some areas
- Maintain response/caseload in some areas
- No operational action required
Increase in prevalence of food insecure households in some LGAs of Borno and Yobe due to relapse of the security situation and fresh waves of displacement. The same, coupled with communal conflicts in some areas of Adamawa continues to put pressure on resources in neighbouring states of Adamawa and Yobe.
June 2019 Cadre Harmonise:
Evolution of Nutrition and Food Security Situation

2nd Administrative Level

<table>
<thead>
<tr>
<th>STATE</th>
<th>Total population</th>
<th>Total population in Phase3</th>
<th>Total population in Phase4</th>
<th>Total population in Phase5</th>
<th>Total population in Phase3 to 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADAMAWA</td>
<td>4,821,369</td>
<td>263,664</td>
<td>14,942</td>
<td>-</td>
<td>278,606</td>
</tr>
<tr>
<td>BORNO</td>
<td>5,120,984</td>
<td>1,488,831</td>
<td>261,312</td>
<td>-</td>
<td>1,750,143</td>
</tr>
<tr>
<td>YOBE</td>
<td>3,882,432</td>
<td>800,582</td>
<td>144,892</td>
<td>-</td>
<td>945,474</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13,824,785</td>
<td>2,553,077</td>
<td>421,146</td>
<td>-</td>
<td>2,974,223</td>
</tr>
</tbody>
</table>

Legend:
- Minimal
- Under pressure
- Crisis
- Emergency
- Famine
- Not analyzed

Source: Federal CM food and nutrition insecurity situation, June 2019
**BAMA**

1. **Short Term Recommendation**
   - Lean Season
     - Maintain 100% caseload due to lots of new arrival from Cameroon and in-kind assistance
   - Post Lean Season
     - Stop livelihood in Banki and start in Bama town (consult with INTERSOS). Close monitoring of other partners caseload and coverage

2. **Medium Term Recommendation**
   - Post Lean Season
     - June – September 2019 DP
       - GFD (In-kind/CBT) 66,881
       - Livelihood (LH) 5,095
       - Contingency (CTG) 3,500
       - GFD + LH + CTG 75,476
     - October 2019 – September 2020
       - GFD (In-kind/CBT) 66,881
       - Livelihood (LH) 5,095
       - Contingency (CTG) 3,500
       - GFD + LH + CTG 75,476

3. **Proposed Action:**
   - Stop livelihood in Banki and start in Bama town (consult with INTERSOS).
   - Close monitoring of other partners caseload and coverage.

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**DAMBOA**

1. **Short Term Recommendation**
   - Lean Season
     - Consultation with govt & Mercy Corp. Increase contingency to able to accommodate or assist the new arrivals (15,000)
   - Post Lean Season
     - Continue GFD caseload if new arrivals stay longer. Coordinate with MC if to absorb livelihood caseload (4,125)

2. **Medium Term Recommendation**
   - Post Lean Season
     - June – September 2019 DP
       - GFD (In-kind/CBT) 27,601
       - Livelihood (LH) 4,125
       - Contingency (CTG) 15,000
       - GFD + LH + CTG 46,726
     - October 2019 – September 2020
       - GFD (In-kind/CBT) 42,601
       - Livelihood (LH) 4,125
       - Contingency (CTG) 1,000
       - GFD + LH + CTG 47,726

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**Proposed Action:**

- Continue GFD caseload if new arrivals stay longer.
- Coordinate with MC if to absorb livelihood caseload (4,125).
Proposed Action: Borno (WFP Operational Areas)

**DIKWA**

**Short Term Recommendation**

- **Lean Season**: Maintain current coverage and response.

**Medium Term Recommendation**

- **Post Lean Season**: Maintain current coverage and response.

**GWOZA**

**Short Term Recommendation**

- **Lean Season**: New arrivals in Pulka. SCOPE Reg. ongoing which will likely decrease caseload by 5,000 (+/-). Maintain caseload after Reg.

**Medium Term Recommendation**

- **Post Lean Season**: Maintain current coverage and response. This include expected arrival from CMR.

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**June - September 2019 DP**

- **Lean Season**
  - GFD (In-kind/CBT): 62,669
  - Livelihood (LH): 16,985
  - Contingency (CTG): 500
  - GFD + LH + CTG: 80,154

- **Post Lean Season**
  - GFD (In-kind/CBT): 120,256
  - Livelihood (LH): 6,000
  - Contingency (CTG): 3,500
  - GFD + LH + CTG: 129,756

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**October 2019 - September 2020**

- **Lean Season**
  - GFD (In-kind/CBT): 62,669
  - Livelihood (LH): 16,985
  - Contingency (CTG): 500
  - GFD + LH + CTG: 80,154

- **Post Lean Season**
  - GFD (In-kind/CBT): 120,256
  - Livelihood (LH): 6,000
  - Contingency (CTG): 3,500
  - GFD + LH + CTG: 129,756
Proposed Action: Borno (WFP Operational Areas)

5 JERE

Short Term Recommendation
- Lean Season: Continue current coverage and response

Medium Term Recommendation
- Post Lean Season: Continue current coverage and response

June – September 2019 DP
- Lean Season: GFD (In-kind/CTB) 0, Livelihood (LH) 2,100, Contingency (CTG) 0, GFD + LH + CTG 2,100

October 2019 – September 2020
- Lean Season: GFD (In-kind/CTB) 0, Livelihood (LH) 2,100, Contingency (CTG) 0, GFD + LH + CTG 2,100

6 KALA/BALGE

Short Term Recommendation
- Lean Season: Continue current coverage and response

Medium Term Recommendation
- Post Lean Season: Continue current coverage and response, add 2,000 contingency in case of influx of IDPs/returnees

June – September 2019 DP
- Lean Season: GFD (In-kind/CTB) 30,000, Livelihood (LH) 0, Contingency (CTG) 0, GFD + LH + CTG 30,000

October 2019 – September 2020
- Lean Season: GFD (In-kind/CTB) 30,000, Livelihood (LH) 0, Contingency (CTG) 0, GFD + LH + CTG 32,000
Proposed Action: Borno (WFP Operational Areas)

**KONDUGA**

**Short Term Recommendation**

*Lean Season*

Maintain 100% caseload due to lots of new arrivals. Consultation with govt (NEMA) & partners (SCI, FAO & CREED).

**Medium Term Recommendation**

*Post Lean Season*

Consultation & coordination with SCI especially on the way forward due to high level of food insecurity in host community.

**KUKAWA**

**Short Term Recommendation**

*Lean Season*

WFP is currently not giving assistance in this area. Zero June-Sept.

**Medium Term Recommendation**

*Post Lean Season*

Assumption of favorable security conditions: Plan 20,000 in anticipation that people will go back once the location is accessible during planting period.
Proposed Action: Borno (WFP Operational Areas)

**MAFA**

- **Short Term Recommendation**
  - **Lean Season**
  - Continue current coverage and response

- **Medium Term Recommendation**
  - **Post Lean Season**
  - Continue coverage and response

**MAGUMERI**

- **Short Term Recommendation**
  - **Lean Season**
  - Re-introduce GFD (15,000) in close consultation with govt & partners (ACF, CRS) to identify gaps and plans. Respond immediately.

- **Medium Term Recommendation**
  - **Post Lean Season**
  - Continue lean season coverage and response

**June – September 2019 DP**

- **Lean Season**
  - GFD (In-kind/CBT): 22,919
  - Livelihood (LH): 6,840
  - Contingency (CTG): 500
  - GFD + LH + CTG: 30,259

- **Post Lean Season**
  - GFD (In-kind/CBT): 22,919
  - Livelihood (LH): 6,840
  - Contingency (CTG): 500
  - GFD + LH + CTG: 30,259

**October 2019 – September 2020**

- **Lean Season**
  - GFD (In-kind/CBT): 15,000
  - Livelihood (LH): 0
  - Contingency (CTG): 500
  - GFD + LH + CTG: 15,500

- **Post Lean Season**
  - GFD (In-kind/CBT): 15,000
  - Livelihood (LH): 0
  - Contingency (CTG): 500
  - GFD + LH + CTG: 15,500

**10** Continue coverage and response

**10** Continue current coverage and response

**10** Continue lean season coverage and response
Proposed Action: Borno (WFP Operational Areas)

**MAIDUGURI**

**Short Term Recommendation**
- **Lean Season**
  - Maintain 100% caseload due to lots of new arrival. Include 8,000 (Stadium) from June 2019. Maintain contingency stock of 2,300.

**Medium Term Recommendation**
- **Post Lean Season**
  - Continue current coverage and response +2,300 contingency

**MOBBAR**

**Short Term Recommendation**
- **Lean Season**
  - 29,000 GFD from July with focus on Kareto and surrounding wards in close consultation with INTERSOS

**Medium Term Recommendation**
- **Post Lean Season**
  - Reduce GFD & scale up livelihood subject to security condition and further assessment. Maintain contingency for new arrivals from Niger

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**June – September 2019 DP**

<table>
<thead>
<tr>
<th>Lean Season</th>
<th>Post Lean Season</th>
</tr>
</thead>
<tbody>
<tr>
<td>GFD (In-kind/CTB)</td>
<td>16,755</td>
</tr>
<tr>
<td>Livelihood (LH)</td>
<td>1,255</td>
</tr>
<tr>
<td>Contingency (CTG)</td>
<td>2,300</td>
</tr>
<tr>
<td>GFD + LH + CTG</td>
<td>20,310</td>
</tr>
</tbody>
</table>

**October 2019 – September 2020**

<table>
<thead>
<tr>
<th>Lean Season</th>
<th>Post Lean Season</th>
</tr>
</thead>
<tbody>
<tr>
<td>GFD (In-kind/CTB)</td>
<td>20,000</td>
</tr>
<tr>
<td>Livelihood (LH)</td>
<td>9,000</td>
</tr>
<tr>
<td>Contingency (CTG)</td>
<td>150</td>
</tr>
<tr>
<td>GFD + LH + CTG</td>
<td>29,150</td>
</tr>
</tbody>
</table>
Proposed Action: Borno (WFP Operational Areas)

**MONGUNO**

**Short Term Recommendation**

**Lean Season**

Immediate scale up of GFD (25,000) in close consultation & coordination with partners (ACF, Solidarity, NRC) to avoid overlaps +1,000 contingency

**Medium Term Recommendation**

**Post Lean Season**

Continue lean season response and coverage

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**NGALA**

**Short Term Recommendation**

**Lean Season**

Maintain 100% coverage and response after completion of SCOPE registration

**Medium Term Recommendation**

**Post Lean Season**

Reduce GFD by 15,000 to most vulnerable & scale up livelihood due to existence of livelihood opportunities.
Proposed Action: Borno (WFP Operational Areas)

Immediate introduction of 16,000 GFD in close consultation & coordination with ACF & govt. to identify gaps and prevent overlaps

Continue lean season response and coverage
Proposed Action: Adamawa (WFP Operational Areas)

1. MADAGALI

**Short Term Recommendation**
- **Lean Season**
  - Continue 100% GFD and livelihood caseload due to fragile situation.

**Medium Term Recommendation**
- **Lean Season**
  - Reduce GFD by 50% (5,000) and scale up livelihood. Maintain contingency of 1,000 to cater for displacement/returns from inaccessible wards.

- **Post Lean Season**
  - Continue 100% GFD and livelihood caseload due to fragile situation.

**October 2019 – September 2020**
- **Lean Season**
  - GFD (In-kind/CBT): 10,748
  - Livelihood (LH): 5,000
  - Contingency (CTG): 0
  - GFD + LH + CTG: 15,748

- **Post Lean Season**
  - GFD (In-kind/CBT): 0
  - Livelihood (LH): 5,900
  - Contingency (CTG): 0
  - GFD + LH + CTG: 5,900

2. MICHIKA

**Short Term Recommendation**
- **Lean Season**
  - Continue 100% livelihood and coordinate/consult with partners to identify gaps

**Medium Term Recommendation**
- **Lean Season**
  - Continue lean season caseload. However in case of new arrivals, leverage Madagali contingency.

**October 2019 – September 2020**
- **Lean Season**
  - GFD (In-kind/CBT): 0
  - Livelihood (LH): 5,900
  - Contingency (CTG): 0
  - GFD + LH + CTG: 5,900

- **Post Lean Season**
  - GFD (In-kind/CBT): 0
  - Livelihood (LH): 5,900
  - Contingency (CTG): 0
  - GFD + LH + CTG: 5,900
Proposed Action: Yobe (WFP Operational Areas)

BADE

1

Short Term Recommendation

Lean Season

Continue current coverage + response to new arrival with GFD (2,400)

Medium Term Recommendation

Post Lean Season

Continue coverage, extend to 1735 vulnerable host community members with livelihood response + 25% contingency (600)

June – September 2019 DP

Lean Season

GFD (In-kind/CBT) 2,400
Livelihood (LH) 8,666
Contingency (CTG) 0
GFD + LH + CTG 11,066

October 2019 Onwards

Post Lean Season

GFD (In-kind/CBT) 12,548
Livelihood (LH) 4,418
Contingency (CTG) 1,875
GFD + LH + CTG 18,841

DAMATURU

2

Short Term Recommendation

Lean Season

Continue current coverage + 2,000 new arrival With pronounced deterioration of the FS Advocate to Government and FSS Partners to provide/extend support

Medium Term Recommendation

Post Lean Season

Continue coverage + transition 50% Kukareta caseload to livelihood and continue response to new arrival + 25% contingency (1,875)

June – September 2019 DP

Lean Season

GFD (In-kind/CBT) 12,548
Livelihood (LH) 4,418
Contingency (CTG) 0
GFD + LH + CTG 16,966

October 2019 Onwards

Post Lean Season

GFD (In-kind/CBT) 12,548
Livelihood (LH) 4,418
Contingency (CTG) 1,875
GFD + LH + CTG 18,841

IOM/SEMA Feb 2019
Proposed Action: Yobe (WFP Operational Areas)

GEIDAM

3

Short Term Recommendation

Lean Season
Continue current coverage and response
+ assistance to new arrivals (1200)
+ assistance to 7,701 vulnerable host

Medium Term Recommendation

Post Lean Season
Continue current response coverage (excluding host)
and 25% contingency of the new arrival (300)

GUJBA

4

Short Term Recommendation

Lean Season
Continue current coverage and response

Medium Term Recommendation

Post Lean Season
Continue current coverage and response

June – September 2019 DP

- Lean Season
  - GFD (In-kind/CBT) 20,067
  - Livelihood (LH) 6,754
  - Contingency (CTG) 0
  - GFD + LH + CTG 26,821

- Post Lean Season
  - GFD (In-kind/CBT) 12,366
  - Livelihood (LH) 6,754
  - Contingency (CTG) 300
  - GFD + LH + CTG 19,420

October 2019 Onwards

- Lean Season
  - GFD (In-kind/CBT) 28,210
  - Livelihood (LH) 0
  - Contingency (CTG) 0
  - GFD + LH + CTG 28,210

- Post Lean Season
  - GFD (In-kind/CBT) 28,210
  - Livelihood (LH) 0
  - Contingency (CTG) 0
  - GFD + LH + CTG 28,210

• IOM/SEMA Feb 2019
Proposed Action: Yobe (WFP Operational Areas)

**GULANI**

**Short Term Recommendation**
- Lean Season: Continue current coverage and response

**Medium Term Recommendation**
- Post Lean Season: Continue current coverage and response

**JAKUSKO**

**Short Term Recommendation**
- Lean Season: No action required, continue monitoring situation.

**Medium Term Recommendation**
- Post Lean Season: No action required, continue monitoring situation.

**June - September 2019 DP**
- Lean Season: GFD (In-kind/CBT) 4,388, Livelihood (LH) 0, Contingency (CTG) 0, GFD + LH + CTG 4,388
- Post Lean Season: GFD (In-kind/CBT) 4,388, Livelihood (LH) 0, Contingency (CTG) 0, GFD + LH + CTG 4,388

**October 2019 Onwards**
- Lean Season: GFD (In-kind/CBT) 0, Livelihood (LH) 0, Contingency (CTG) 0, GFD + LH + CTG 0
- Post Lean Season: GFD (In-kind/CBT) 0, Livelihood (LH) 0, Contingency (CTG) 0, GFD + LH + CTG 0
**Proposed Action: Yobe (WFP Operational Areas)**

**NGURU**

**Short Term Recommendation**
- **Lean Season**
  - Continue current coverage and response to new arrival (2100)

**Medium Term Recommendation**
- **Post Lean Season**
  - Continue coverage, extend livelihood to 1200 vulnerable host community members plus 25% contingency (525)

**YUNUSARI**

**Short Term Recommendation**
- **Lean Season**
  - Continue current response and revert to GFD in wards with operational challenges (4,515 beneficiaries)

**Medium Term Recommendation**
- **Post Lean Season**
  - Continue GFD and livelihood + revert to GFD remaining wards with operational challenges

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**June – September 2019 DP**

<table>
<thead>
<tr>
<th>GFD (In-kind/CBT)</th>
<th>Livelihood (LH)</th>
<th>Contingency (CTG)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,100</td>
<td>6,003</td>
<td>0</td>
<td>8,103</td>
</tr>
<tr>
<td>15,401</td>
<td>7,480</td>
<td>0</td>
<td>22,881</td>
</tr>
</tbody>
</table>

**October 2019 Onwards**

<table>
<thead>
<tr>
<th>GFD (In-kind/CBT)</th>
<th>Livelihood (LH)</th>
<th>Contingency (CTG)</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,100</td>
<td>7,203</td>
<td>525</td>
<td>9,828</td>
</tr>
<tr>
<td>15,401</td>
<td>7,480</td>
<td>525</td>
<td>22,881</td>
</tr>
</tbody>
</table>

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*IOM/SEMA Feb 2019*
Proposed Action: Yobe (WFP Operational Areas)

Short Term Recommendation

- Continue current coverage and response
- + 3,111 Previously left out beneficiaries to GFD

Medium Term Recommendation

- Continue coverage and response

June – September 2019 DP

- GFD (In-kind/CBT) 3,111
- Livelihood (LH) 11,628
- Contingency (CTG) 0
- GFD + LH + CTG 14,739

October 2019 Onwards

- GFD (In-kind/CBT) 3,111
- Livelihood (LH) 11,628
- Contingency (CTG) 0
- GFD + LH + CTG 14,739
CSP versus CSP Reviewed Caseload

June-Sep 2019 | Oct-Dec 2019

<table>
<thead>
<tr>
<th>GFD-CSP</th>
<th>GFD-CSP reviewed</th>
<th>Livelihood-CSP</th>
<th>Livelihood-CSP reviewed</th>
<th>Contingency-CSP</th>
<th>Contingency-CSP reviewed</th>
<th>Total CSP</th>
<th>Total CSP reviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>350,000</td>
<td>727,000</td>
<td>150,000</td>
<td>138,200</td>
<td>100,000</td>
<td>100,000</td>
<td>650,000</td>
<td>995,200</td>
</tr>
</tbody>
</table>

GFD + Livelihood + Contingency
### Proposed Action: Borno (WFP Non-Operational Areas)

#### ASKIRA UBA

<table>
<thead>
<tr>
<th>Short Term Recommendation</th>
<th>Medium Term Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lean Season</strong></td>
<td><strong>Post Lean Season</strong></td>
</tr>
<tr>
<td>30,000 IDPs to be assisted with GFD immediately. Advocate with Government (PCNI, NEMA, SEMA)</td>
<td>Given the potential for livelihood, high level of land access, maintain 20,000 GFD and transition 10,000 to livelihood from January</td>
</tr>
</tbody>
</table>

**June - September 2019 DP**
- **Lean Season**
  - GFD (In-kind/CBT): 30,000
  - Livelihood (LH): 0
  - Contingency (CTG): 0
  - GFD + LH + CTG: 30,000

**October 2019 - September 2020**
- **Lean Season**
  - GFD (In-kind/CBT): 0
  - Livelihood (LH): 10,000
  - Contingency (CTG): 0
  - GFD + LH + CTG: 0

#### BIU

<table>
<thead>
<tr>
<th>Short Term Recommendation</th>
<th>Medium Term Recommendation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lean Season</strong></td>
<td><strong>Post Lean Season</strong></td>
</tr>
<tr>
<td>19,000 IDPs to be assisted. Advocacy within the FSS for partners to consider in their planning</td>
<td>Given the potential for livelihood high level of land access, maintain 10,000 GFD and transition 9,000 to livelihood from January</td>
</tr>
</tbody>
</table>

**June - September 2019 DP**
- **Lean Season**
  - GFD (In-kind/CBT): 19,000
  - Livelihood (LH): 0
  - Contingency (CTG): 0
  - GFD + LH + CTG: 19,000

**October 2019 - September 2020**
- **Lean Season**
  - GFD (In-kind/CBT): 10,000
  - Livelihood (LH): 9,000
  - Contingency (CTG): 0
  - GFD + LH + CTG: 0
Proposed Action: Borno (WFP Non-Operational Areas)

**GUBIO**

**Short Term Recommendation**
- **Lean Season**
  - Monitoring and advocacy within the FSS for partners to consider in their planning. HOWEVER IMMEDIATE ACTION IS NEEDED 17,000 (include 5,000 IDPs)

**Medium Term Recommendation**
- **Post Lean Season**
  - Monitoring and advocacy within the FSS for partners to consider in their planning. maintain 5,000 GFD and transition 12,000 to livelihood from January

**KAGA**

**Short Term Recommendation**
- **Lean Season**
  - Monitoring and advocacy within the FSS for partners to consider in their planning. HOWEVER IMMEDIATE ACTION IS NEEDED 30,000 (include 20,000 IDPs)

**Medium Term Recommendation**
- **Post Lean Season**
  - Monitoring and advocacy within the FSS for partners to consider in their planning. maintain 20,000 GFD and transition 10,000 to livelihood from January

GFD (In-kind/CBT)
- June – September 2019 DP
  - Lean Season
    - 17,000
  - Post Lean Season
    - 30,000

Livelihood (LH)
- June – September 2019 DP
  - Lean Season
    - 0
  - Post Lean Season
    - 12,000

Contingency (CTG)
- June – September 2019 DP
  - Lean Season
    - 0
  - Post Lean Season
    - 0

GFD + LH + CTG
- June – September 2019 DP
  - Lean Season
    - 17,000
  - Post Lean Season
    - 17,000

GFD (In-kind/CBT)
- October 2019 – September 2020
  - Lean Season
    - 5,000
  - Post Lean Season
    - 20,000

Livelihood (LH)
- October 2019 – September 2020
  - Lean Season
    - 0
  - Post Lean Season
    - 10,000

Contingency (CTG)
- October 2019 – September 2020
  - Lean Season
    - 0
  - Post Lean Season
    - 0

GFD + LH + CTG
- October 2019 – September 2020
  - Lean Season
    - 17,000
  - Post Lean Season
    - 17,000
Schedule for Consultations

**May**
- **Wk1**: First round of presentations
  - Sr Mgt
  - FSS Abuja, Maiduguri, Damaturu, Yola ??
  - CPs
  - Donors
  - CO, AO & SO

- **Wk2**: Consultations
  - FSS, CPs, Donors
  - CO, AO & SO

- **Wk3**: Internals
  - Meeting/bi-laterals with AO & SO

- **Wk4**: Externals
  - Meeting with FSS
  - Meeting with CPs
  - Meetings/bi-laterals with non-CP Partners in operational/non-operational areas
  - Meetings/bi-laterals with govt.

- **Wk1**: Presentations (final draft plan)
  - Sr Mgt
  - CO, AO & SO
  - FSS CPs
  - Donors

**June**
- **Wk1**: Second/last round of consultations

**July**
- **Wk1**: Kick-start BR Process

- **Wk2**: Presentations
  - Sr Mgt
  - FSS CPs
  - Donors
  - CO, AO & SO

- **Wk3**: Consultations
  - FSS, CPs, Donors
  - CO, AO & SO

- **Wk4**: Internals
  - Meeting/bi-laterals with AO & SO

**August**
- **Wk1**: FINAL Draft for approval by management/RB/HQ

- **Wk2**: 1st Draft Strategy
  - Shared internally

- **Wk3**: 1st Draft Strategy

- **Wk4**: 1st Draft Strategy
Thank you