

# WFP Aviation Annual Review 2010

# WFP Aviation 2010 in numbers

|                            |   |
|----------------------------|---|
| Total cost                 | <b>US\$172 million</b>                      |
| Agencies served            | <b>870</b>                                  |
| Passengers                 | <b>350,534</b>                              |
| Cargo                      | <b>14,833 mt</b>                            |
| Flight hours               | <b>49,046</b>                               |
| Destinations               | <b>240</b>                                  |
| Medical evacuations        | <b>214</b>                                  |
| Security evacuations       | <b>103</b>                                  |
| Aviation training          | <b>256 people</b> (1,256 from 2006 to 2010) |
| Flight dispatcher course   | <b>16 people</b>                            |
| Average cost per passenger | <b>US\$387</b>                              |

## Acronyms used in this publication

|       |  |         |   |
|-------|--|---------|---|
| ACF   | <i>Action contre la faim</i>                     | MONUSCO | United Nations Organization Stabilization Mission in the Democratic Republic of the Congo |
| AKF   | Aga Khan Foundation                              | MSF     | <i>Médecins Sans Frontières</i>   |
| ASF-F | <i>Aviation Sans Frontières-France</i>           | NGO     | non-governmental organization   |
| CERF  | Central Emergency Response Fund                  | OCHA    | Office for the Coordination of Humanitarian Affairs                                       |
| CRS   | Catholic Relief Services                         | PRRO    | protracted relief and recovery operation  |
| CSSI  | <i>Centre de Support en Santé Internationale</i> | SECADEV | <i>Secours Catholique et Développement</i>  |
| EC    | European Commission                              | SO      | special operation   |
| ECHO  | European Community Humanitarian Office           | SSRRC   | South Sudan Relief and Rehabilitation Commission  |
| EMOP  | emergency operation                              | UNDFS   | United Nations Department of Field Support  |
| FAO   | Food and Agriculture Organization                | UNDP    | United Nations Development Programme  |
| HFOCC | Haiti Flight Operations Coordination Centre      | UNDSS   | United Nations Department of Safety and Security  |
| ICRC  | International Committee of the Red Cross         | UNFPA   | United Nations Population Fund  |
| ILO   | International Labour Organization                | UNHAS   | United Nations Humanitarian Air Service   |
| IMC   | International Medical Corps                      | UNHCR   | Office of the United Nations High Commissioner for Refugees                               |
| IOM   | International Organization for Migration         | UNICEF  | United Nations Children's Fund  |
| IRC   | International Rescue Committee                   | UNOPS   | United Nations Organization for Project Service   |
| IRD   | International Relief & Development               | VSF     | <i>Vétérinaires Sans Frontières</i>   |
| JACC  | Joint Aviation Coordination Cell                 | WHO     | World Health Organization   |
| JRS   | Jesuit Refugee Service                           |         |   |
| LTSH  | landside transport, storage and handling         |         |   |



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# Overview of Operations

The WFP Aviation Service had a busy and challenging year in 2010 responding to emergencies in Haiti, Kyrgyzstan, Pakistan and Niger, in addition to providing year-round air services for the humanitarian community in 13 countries affected by war and poverty. WFP Aviation is the world's leading air service when it comes to saving lives. It is unlike any other airline: 80 percent of the 240 destinations served by WFP Aviation are in places which commercial airlines consider no-fly zones. Aircraft have to fly into and out of unpaved airstrips such as Pweto in the Democratic Republic of the Congo and airfields in hazardous locations such as Mogadishu in Somalia or Faizabad in Afghanistan.

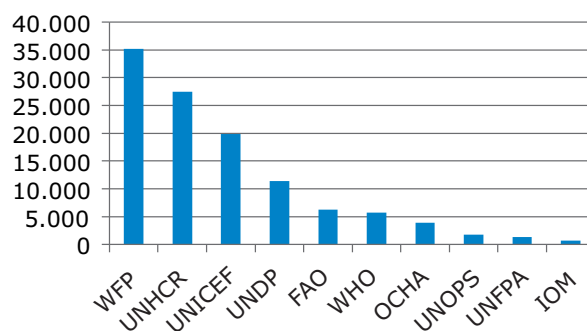
The WFP Aviation Service provides:

- Air support to WFP food airlift operations.
- Inter-agency air service to the entire humanitarian community through the United Nations Humanitarian Air Services (UNHAS).
- Third-party dedicated aircraft services to the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Department of Safety and Security (UNDSS) and the United Nations Department of Field Support (UNDFS).
- Air services in the Democratic Republic of the Congo through a partnership with *Aviation Sans Frontières-France* (ASF-F).
- Medical and security evacuations upon request from UNDSS.
- One-off flights and freight deliveries for WFP and other agencies.

UNHAS accounts for 90 percent of WFP's aviation activities.

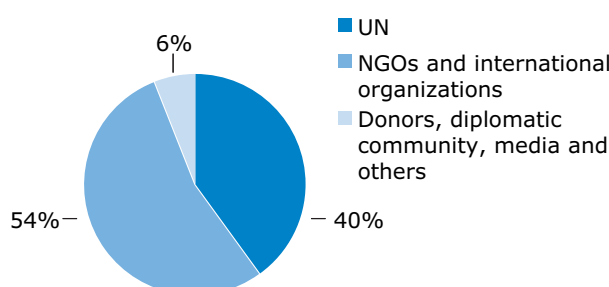
In 2010, WFP Aviation responded to the air transport needs of 870 humanitarian agencies to reach beneficiaries in 15 operations in 19 countries in Africa, Asia and Latin America.

**Top 10 UN agency UNHAS users**

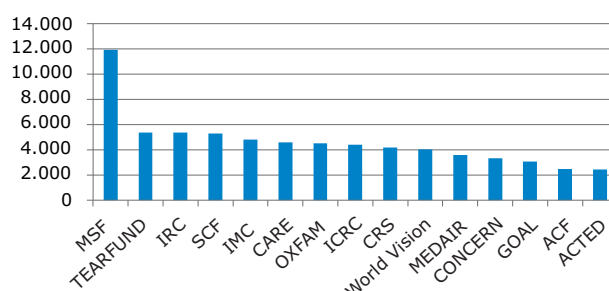


WFP Aviation used an average of 54 aircraft per month to transport 350,534 passengers and 14,833 mt of humanitarian cargo in 49,046 flying hours, serving 240 destinations. Compared with 2009, the number of passengers increased by 8 percent and the tonnage of cargo by 20 percent: the increase was due to a surge in humanitarian activities in 2010 as a result of emergencies in Haiti, Niger and Pakistan. Of the passengers carried by WFP Aviation, 54 percent were from non-governmental organizations (NGOs) and international organizations, 40 percent were from United Nations agencies and 6 percent were from donors, the diplomatic community and the media. The total expenditure in 2010 was US\$172 million, compared with US\$144 million in 2009.

**WFP Aviation passengers by agency in 2010**



**Top 15 NGO UNHAS users**



Man-made and natural disasters will continue to occur. The scale, speed and effectiveness of WFP's aviation services have a direct impact on the successful delivery of services to beneficiaries. A number of initiatives were implemented in 2010 to ensure the effectiveness and reliability of WFP Aviation and UNHAS transport services.

- Two stand-by aircraft, a Bombardier Dash-8 based in Kampala and a Dornier 328 based in Nairobi, were used to supplement WFP's fleet of 31 fixed-wing aircraft in eastern and central Africa when regular aircraft were out of service for non-scheduled maintenance – a regular occurrence in the demanding operational environment – or when there was a sudden increase in transport requirements. The scheme saved money as aircraft charter rates rise considerably when emergencies occur, and substantially improved the reliability of WFP and UNHAS flights in the region.
- A WFP Aviation regional office was established in Kampala to cooperate with the new UNDFS regional office and to manage the aircraft in the region.
- The number of large jet aircraft used for WFP operations was increased to four to provide capability for long-range flights and to maximize cost efficiency.
- Capacity building was continued in 2010: the WFP Aviation training unit trained 256 WFP and partner staff in aviation skills, and a second intensive flight-dispatcher course was organized for 16 aviation personnel.
- The quality assurance unit visited nine operations with a view to maintaining the high quality of services and increasing standardization in operations. Aviation experts from the European Commission Humanitarian Office (ECHO) reviewed aviation operations in Afghanistan, the Central African Republic, Chad and Niger.
- WFP's Aviation Safety Unit conducted 121 operator risk evaluations in 2010, compared with 119 in 2009, covering 45 air operators in 26 countries. This and other safety measures contribute to the strong safety culture in WFP Aviation.



WFP will continue to enhance the air transport component of its logistics services to serve the humanitarian community more effectively. WFP Aviation experienced another financially challenging year in 2010. Even though contributions from donors rose by 14 percent and revenue from cost recovery rose by 12 percent compared with 2009, WFP Aviation had to close down UNHAS operations in Guinea, Liberia and Sierra Leone and reduce its fleet in Afghanistan. It was also forced to scale down other operations because funding was not available when needed. The increase in contributions and revenue in 2010 reflected the increase in emergency needs and the introduction of partial cost recovery in Ethiopia. WFP Aviation is seeking improved funding mechanisms to sustain its life-saving operations and is exploring the possibility of annual allocations from the Central Emergency Response Fund (CERF) for protracted operations to ensure that mobility and security are not compromised.

This 2010 Annual Review provides details of all WFP Aviation operations, administrative initiatives and efforts to provide the best possible air transport service for the humanitarian community.

| WFP AVIATION SERVICE ACTIVITIES 2010                     |                        |                |               |
|--|------------------------|----------------|---------------|
| Type of operation  | Hours flown            | Passengers     | Cargo (mt)    |
| UNHAS regular special operations                         | 37 441                 | 304 356        | 1 495         |
| UNHAS emergency special operations in Haiti and Pakistan | 5 049                  | 24 977         | 4 640         |
| WFP dedicated food transport                             | 1 851                  | 507            | 3 591         |
| Third-party services                                     | 2 734                  | 16 430         | 278           |
| Partnership with ASF-F                                   | 1 971                  | 4 133          | 114           |
| Strategic airlifts, airfreight and VIP flights           | 96 airlifts/airfreight | 131            | 4 716         |
| <b>Total</b>   | <b>49 046</b>          | <b>350 534</b> | <b>14 833</b> |



# Financial Highlights

This section shows the costs and revenues of WFP air operations, comparisons between planned and actual performance in 2010, and planning and funding requirements for 2011.

WFP Aviation activities in 2010 were implemented through: i) the Aviation Special Account, which funds airlifts for internal and external clients, dedicated air services for external clients, and partnerships with other organizations; ii) the Aviation Special Operations account for regular and emergency passenger and cargo services for the humanitarian community; and iii) the landside transport, storage and handling (LTSH) component of emergency operations (EMOPs) and protracted relief and recovery operations (PRROs). The total cost of air operations in 2010 was US\$172 million, as shown in the table.

## Annual expenditure (US\$ million)

| Project category              | Operational  | ISC*       | Total        |
|-------------------------------|--------------|------------|--------------|
| Regular SOs                   | 102.6        | 7.2        | 109.8        |
| Emergency SOs                 | 31.9         | 2.2        | 34.2         |
| LTSH                          | 4.8          | 0.3        | 5.2          |
| Special Account funded        | 25.1         |            | 25.1         |
| Special Account elimination** | -2.1         |            | -2.1         |
| <b>Total</b>                  | <b>162.4</b> | <b>9.8</b> | <b>172.2</b> |

\* Indirect support costs

\*\* Special Account Elimination excludes all operational costs related to the services which were provided to WFP offices, and which were already reported as expenditure of WFP UNHAS operations in the financial statements

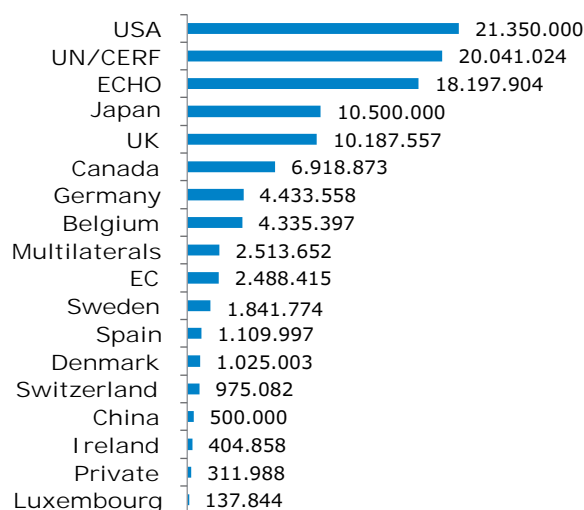
## Regular UNHAS Special Operations

In 2010, WFP Aviation continued to implement 11 regular operations in 13 countries and established two special operations (SOs) in response to the emergencies in Haiti and Pakistan. The regular special air operations are the most challenging activities to sustain because of the limited availability of resources.

WFP budgeted US\$139.6 million for its 11 regular special air operations in 2010. Contributions received from donors during 2010 for regular UNHAS operations amounted to US\$68.5 million, 49 percent of the requirement; revenue from ticket sales and booking fees amounted to US\$35.4 million, 25 percent of the requirement. The variance between budgeted and actual costs of regular UNHAS operations – US\$29.8 million, 21 percent – is a result of several factors, mainly lower-than-expected fuel prices in 2010, gains in cost efficiency arising from the introduction of the jet aircraft and the suspension of unfunded services.

| Summary of annual income                  | Regular SO    | Emergency SO (Haiti and Pakistan) |
|---|---------------|-----------------------------------|
| US\$ million                              |               |                                   |
| <b>Total budget planned (a)</b>           | 139.6         | 47.5                              |
| Income from donor contribution            | 68.5          | 44.5                              |
| Income from cost recovery                 | 35.4          |                                   |
| <b>Total income 2010</b>                  | <b>103.85</b> | <b>44.5</b>                       |
| Total project costs 2010 (b)              | 109.8         | 34.2                              |
| Difference between budget and costs (a-b) | 29.8          | 13.3                              |
| Percentage                                | 21%           | 28%                               |

## 2010 Contributions in US\$



## Challenges: Sustainable Funding

UNHAS received generous support from donors for the implementation of SOs in 2010. However, some planned activities were not fully implemented for various reasons, mainly lack of available resources at the required time.

The UNHAS West Africa regional operation was terminated early in June at a time when it was crucial to sustain air capacity during elections in Guinea, and UNHAS Afghanistan had to reduce its fleet by one aircraft, which resulted in the suspension of support for humanitarian activities in some remote areas.

Uncertainties as to the confirmation dates, amounts and conditions of funding impede long-term forecasting and operational planning. The lack of sustainable funding with visibility of less than two months significantly reduces the quality of operations by preventing WFP Aviation from:

- entering cost-efficient contracts for aircraft charters;
- establishing long-term planning with air operators; and
- maintaining capacity to provide medical and security evacuations for United Nations and NGO staff.

WFP Aviation is therefore urgently seeking more sustainable funding sources for UNHAS operations.



## Donor Support in 2010

In 2010, WFP Aviation received cash contributions from Belgium, Canada, China, Denmark, the European Commission (EC), Germany, Ireland, Japan, Luxembourg, Spain, Sweden, Switzerland, the United Kingdom, the United States of America, and CERF and ECHO – along with some multilateral and private allocations. Some WFP stand-by partners provided in-kind donations in the form of specialized aviation staff. UNHAS SOs and UNHAS users – the humanitarian agencies – benefited considerably from these generous donations.

## Operational Requirements for 2011

The overall budget for implementation of regular SOs in 2011 is US\$156.6 million. Wherever possible, WFP will use its existing cost-recovery schemes, with expected income of US\$30.8 million. The balance carried forward from the previous year is US\$37.3 million, and contributions of US\$ 30.6 million in 2011 leave a balance of US\$59.5 million to be funded by donors.

## Financial breakdown of UNHAS Special Operations 2010

| Regular UNHAS SOs                |                    |                        |                               |                       |                     |                          |                                |                    |
|----------------------------------|--------------------|------------------------|-------------------------------|-----------------------|---------------------|--------------------------|--------------------------------|--------------------|
|                                  | Project needs      | Contributions received | Cost recovery income received | Total project revenue | Total project costs | Difference: budget/costs | No. of passengers <sup>1</sup> | Cost per passenger |
| Afghanistan                      | 18 609 675         | 7 862 988              | 6 471 604                     | 14 334 592            | 113 263 817         | -5 345 858               | 29 923                         | 443                |
| Central African Republic         | 3 446 445          | 3 392 858              | 438 155                       | 3 831 013             | 2 649 207           | -797 238                 | 7 403                          | 358                |
| Chad                             | 13 012 051         | 10 205 636             | 76 651                        | 10 282 287            | 11 770 463          | -1 241 588               | 50 518                         | 233                |
| Democratic Republic of the Congo | 13 593 802         | 10 384 713             | 2 195 490                     | 12 580 203            | 10 214 332          | -3 379 470               | 27 804                         | 367                |
| Ethiopia                         | 4 501 249          | 1 157 024              | 194 529                       | 1 351 553             | 1 982 693           | -2 518 556               | 5 788                          | 343                |
| Niger                            | 5 618 563          | 5 495 421              | 637 163                       | 6 132 584             | 5 708 332           | 89 769                   | 11 643                         | 490                |
| Somalia                          | 14 802 331         | 1 476 201              | 6 992 008                     | 8 468 209             | 12 598 729          | -2 203 602               | 34 796                         | 362                |
| Sudan                            | 59 544 053         | 21 963 430             | 18 250 769                    | 40 214 199            | 49 421 340          | -10 122 713              | 151 596                        | 326                |
| West Africa Coastal              | 4 919 646          | 674 189                | 36 270                        | 710 459               | 1 817 156           | -3 102 490               | 3 248                          | 559                |
| Yemen                            | 603 814            | 375 926                | 74 554                        | 450 480               | 344 142             | -259 672                 |                                |                    |
| Iraq                             | 948 363            | 5 500 000              | 0                             | 5 500 000             | 0                   | -948 363                 |                                |                    |
| <b>Total</b>                     | <b>139 599 992</b> | <b>68 488 386</b>      | <b>35 367 193</b>             | <b>103 855 579</b>    | <b>109 770 212</b>  | <b>-29 829 780</b>       | <b>322 719</b>                 | <b>387</b>         |
| UNHAS EMOPs                      |                    |                        |                               |                       |                     |                          |                                |                    |
| Pakistan                         | 15 784 780         | 19 438 999             | 0                             | 19 438 999            | 14 983 643          | -801 137                 | 45 557                         | 329                |
| Haiti                            | 31 708 397         | 19 363 540             | 0                             | 19 363 540            | 19 181 049          | -12 527 348              | 37 417                         | 513                |
| <b>Total</b>                     | <b>47 493 177</b>  | <b>38 802 539</b>      | <b>0</b>                      | <b>38 802 539</b>     | <b>34 164 692</b>   | <b>-13 328 485</b>       | <b>82 974</b>                  | <b>421</b>         |

<sup>1</sup> The number of passengers in this table includes cargo volumes transported, using 80 kg as the equivalent of one passenger.

# Special Operations

## Afghanistan: SO 200092

UNHAS. Project duration:

1 April 2006 – 31 December 2011.

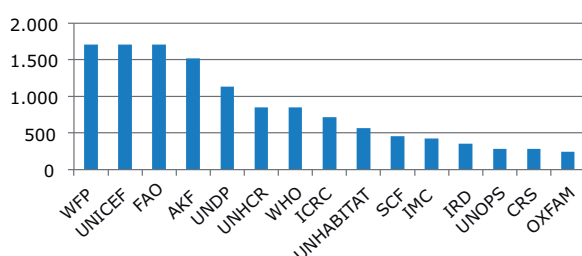
### Performance

|                    | 2010   |
|--------------------|--------|
| Chartered aircraft | 4      |
| Hours flown        | 2,545  |
| Passengers         | 28,422 |
| Cargo (mt)         | 120    |

UNHAS Afghanistan provides passenger and cargo services for humanitarian workers to ten destinations in Afghanistan and to Islamabad in Pakistan. The scale of humanitarian activities is large: in 2010 WFP provided food assistance to 7.3 million people; 261 United Nations agencies, local and international NGOs, donors, media organizations and the diplomatic community depended on UNHAS to reach people in need.

Operating in Afghanistan remains challenging because of the high levels of insecurity, limited infrastructure, mountainous terrain and extreme weather conditions.

### Top 15 client agencies



Some aviation services such as refuelling were provided to the United Nations Department of Peacekeeping Operations, the United Nations Assistance Mission in Afghanistan and the International Committee of the Red Cross.

In 2010, the UNHAS fleet in Afghanistan consisted of two Bombardier Dash-8, one Beechcraft BE-200 and an Embraer 120 ER. The BE-200 service was

terminated in the middle of the year, which affected the flexibility of the operation to meet special charter requirements and to open remote airfields as envisaged at the beginning of the year. As part of cost-saving measures, flights to Dushanbe were suspended in April as a result of poor passenger load factors.

In 2010, the fleet flew 2,545 hours, transported 28,422 passengers and 120 mt of light humanitarian cargo.

### Financial Review

The 2010 project budget was set at US\$18.6 million; the total project cost US\$13.2 million. The shortfall of US\$5.4 million against the budget led to the reduction of the fleet from three aircraft to two in the middle of 2010. Revenue received in 2010 amounted to US\$14.3 million, a decline of 6 percent compared with 2009. The cost-recovery scheme constituted only 45 percent of project costs compared with the planned 60 percent as a result of insecurity in the country. The cost per passenger in 2010 was US\$443.

### Donors

In 2010, the project was supported by the EC, Japan, the United States of America and some multilateral contributions.

### Plans for 2011

In 2011, UNHAS Afghanistan plans to operate three aircraft: two Bombardier Dash-8 and one Beechcraft B-200. The approved budget is US\$21.1 million, of which US\$8.8 million is still sought, in order to continue the operation until the end of the year.





## Central African Republic: SO 10562.0

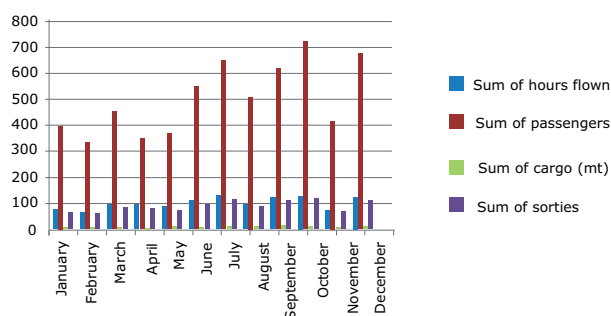
Provision of safe, efficient and sufficient air transport services for the humanitarian community in the Central African Republic. Project duration: 25 October – 30 June 2011.

### Performance

|                    | 2010  | 2009  |
|--------------------|-------|-------|
| Chartered aircraft | 1     | 1     |
| Hours flown        | 1,198 | 1,000 |
| Passengers         | 6,568 | 5,400 |
| Cargo (mt)         | 106   | 90    |
| Evacuations        | 18    |       |

The WFP UNHAS provided air services for about 50 humanitarian agencies in the Central African Republic for movement of personnel and medical and security evacuations. The humanitarian situation in the country had deteriorated markedly as a result of renewed insecurity. Aid agencies responded by increasing their presence in areas affected by violence. UNHAS, which is a major part of this humanitarian effort, continued to facilitate the safe and timely movement of aid workers in 2010.

The Central African Republic UNHAS operated a single 19-seat LET-410 to reach 17 locations, transporting 6,568 passengers and 106 mt of cargo. The increase in demand to serve new destinations in the eastern part of the country during the second half of the year exceeded available aircraft passenger capacity, and UNHAS was unable to contract additional aircraft because of lack of funding.



The top ten users of UNHAS were: *Triangle Génération Humanitaire*, the International Medical Corps, UNHCR, the International Committee of the Red Cross, the International Rescue Committee, *Comité d'aide médicale*, *Action contre la faim* (ACF), *Médecins Sans Frontières* (MSF), *Solidarités* and the Danish Refugee Council.

### Financial Review

The project budget in 2010 was US\$3.4 million, but the actual cost was US\$2.6 million. The lower costs reflected operational savings and lower-than-expected fuel prices. Revenue received in 2010 amounted to US\$3.8 million. The project operates on a partial cost-recovery basis covering 16 percent of the total cost in 2010. The cost per passenger in 2010 was US\$358.

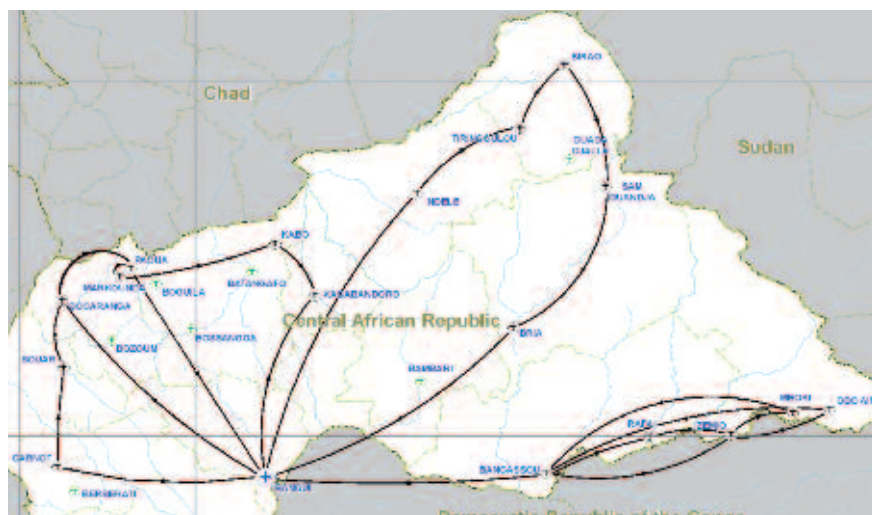
### Donors

This project was supported by Belgium, ECHO, Sweden, the United Kingdom and multilateral contributions.

### Plans for 2011

In 2011, the Central African Republic UNHAS plans to use two Let-410 aircraft, one of which will be available to support UNHCR operations. The budget for 2011 is estimated at US\$5.1 million. The available resources will sustain the operation until 15 July 2011:

US\$1 million is still sought through donor contributions.



## Chad: SO 200058

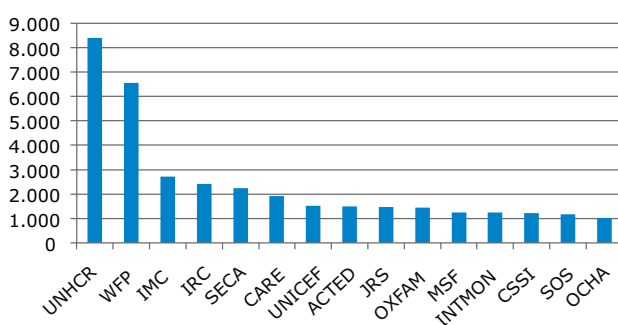
Provision of humanitarian air services. Project duration: 29 December 2006 – 31 December 2011.

### Performance

|                    | 2010   | 2009      |
|--------------------|--------|-----------|
| Chartered aircraft | 5      | 9 (5 av.) |
| Hours flown        | 4,530  | 5,979     |
| Passengers         | 56,226 | 55,921    |
| Cargo (mt)         | 252    | 217       |
| Evacuations        | 46     |           |

The WFP UNHAS is the transport backbone for the humanitarian community in Chad: 105 United Nations agencies and NGOs depended on it to reach refugees and local populations affected by the food crisis in the Sahel. The regional EMOP combined with the withdrawal of aircraft of the United Nations Mission in the Central African Republic and Chad, increased demand for the continuation of UNHAS services. The Chad UNHAS opened five new destinations in May 2010 to support the increase in humanitarian work during the food crisis. This brought the number of destinations served by weekly flights to 17, most of which were near the eastern border.

### Top 15 client agencies

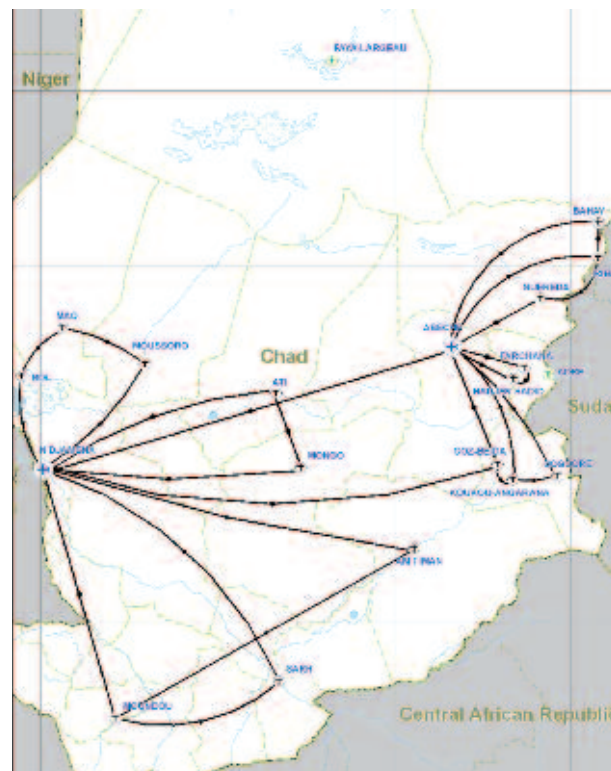


This operation uses a Bombardier-B1900C, a Bombardier Dash-8, a Pacific Aerospace PAC-750XL, two Let-410 and a Bombardier-B1900D managed by WFP on behalf of UNHCR. One of the LET-410 aircraft was added in May 2010 in response to increasing demand for humanitarian air transport as programmes expanded. To accommodate the increase in capacity, the budget was revised from US\$11.3 million to US\$13.0 million.

In 2010, the Service provided air transport for 56,226 passengers and transported 252 mt of light cargo in 4,530 flying hours. Forty-two medical evacuations and four security evacuations were carried out during the reporting year. Of the users of the Chad UNHAS, 62 percent were NGOs, 36 percent were United Nations organizations and 1 percent was made up of donors, governments and the media.

### Financial Review

The 2010 project budget was set at US\$11.3 million initially but was revised upwards to US\$13.0 million; the actual cost amounted to US\$11.7 million. Total project revenue received in 2010 amounted to US\$10.3 million. The project is fully funded by donors because a cost-recovery system cannot legally be set up in Chad. The cost per passenger in 2010 was US\$233.



### Donors

The project was supported by Belgium, Canada, CERF, ECHO, Ireland, Luxembourg, Sweden and the United States of America.

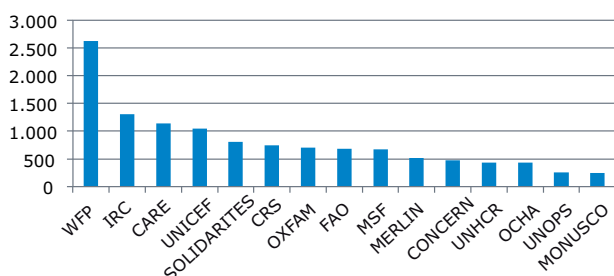
### Plans for 2011

In 2011, the Chad UNHAS intends to maintain its aircraft capacity. The budget for 2011 is US\$17.5 million. With the available resources, the operation is covered until 31 August 2011: US\$6.1 million is still sought to cover the remaining months of the year.

## Democratic Republic of the Congo: SO 10744.0

Humanitarian air services. Project duration:  
1 May 2008 – 31 July 2011

### Top 15 client agencies



SO 10744.0 provided air transport for 230 United Nations agencies, NGOs and donor organizations from operational bases in Kinshasa to provincial capitals, and from some provincial and district capitals – Bunia, Goma, Kalemie, Kindu and Lubumbashi – to 30 locations in the deep field. It also supported 13 medical evacuations and 12 security evacuations in line with UNHAS standard operational procedures.

A variety of local and non-commercial air operators are present in the Democratic Republic of the Congo, but their operational risk levels do not meet international safety requirements. The few other providers of air services are unable to cover the needs of the humanitarian community either because their capacity is over-stretched, or because their internal prioritization schemes are not compatible. UNHAS remains the only common service open to all humanitarian agencies in the country.

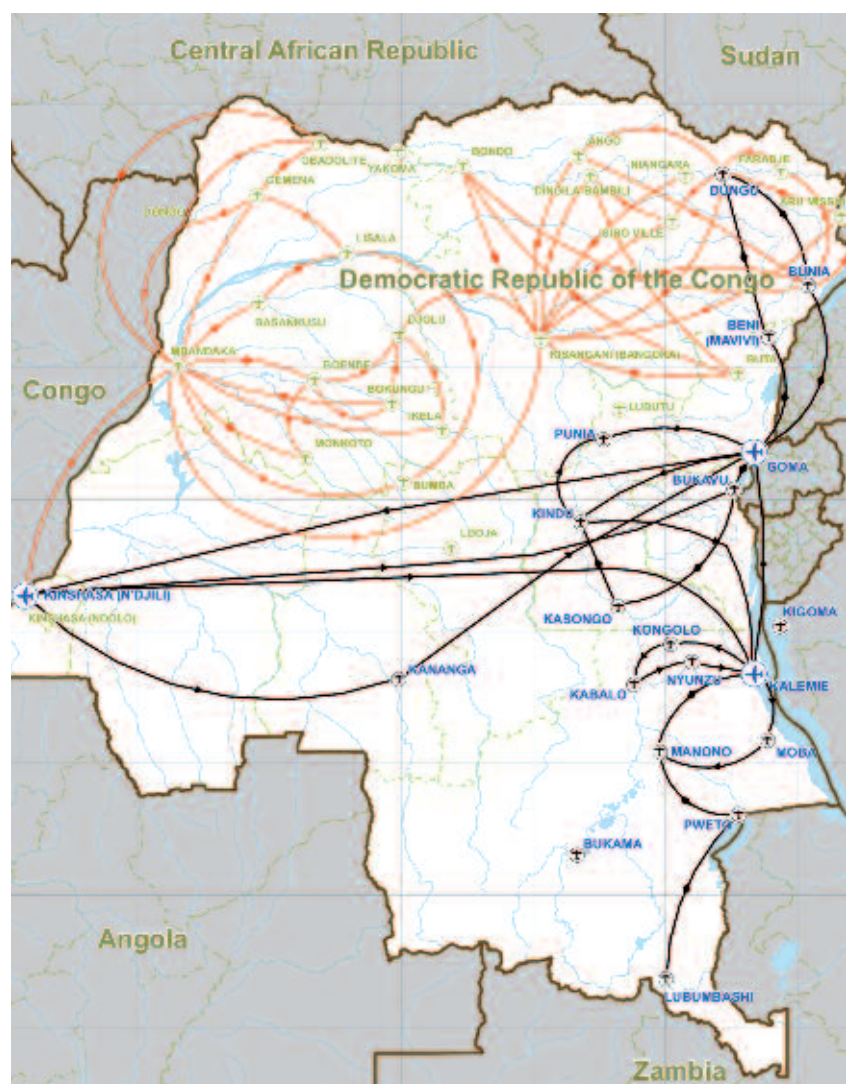
The Democratic Republic of the Congo UNHAS operated four aircraft – two LET-410, a Dornier J-328 and an Embraer 135 – and transported 25,441 passengers and 161 mt of light cargo. The humanitarian country team approved a flat booking rate of US\$100 for all aircraft and destinations. This led to an increase in occupancy rates and counteracted a perception among local authorities that UNHAS operated commercially. UNHAS partnered with ASF-F, which operated two Cessna Caravan from Kisangani and Mbandaka.

### Financial Review

The budget in 2010 was set at US\$13.6 million; the actual project cost was US\$10.2 million. Revenue received in 2010 amounted to US\$12.6 million; revenue from cost recovery amounted to US\$2.2 million. In 2010, the cost per passenger in this operation was US\$367.

### Donors

The project was supported by CERF, Japan, the United Kingdom and the United States of America.



### Plans for 2011

In 2011, the Democratic Republic of the Congo UNHAS intends to operate six aircraft: an Embraer 135, two LET-410, two Cessna Caravans (for ASF-F), and a medium-sized turboprop aircraft. The budget for 2011 is estimated at US\$16 million. With the available resources, operations are covered until 30 June 2011; US\$6.5 million is still sought from donors to run operations in 2011.



## Ethiopia: SO 107130

Inter-agency passenger air services for the Somali region. Project duration:

15 November 2007 – 31 December 2011.

### Performance

|                    | 2010  |
|--------------------|-------|
| Chartered aircraft | 2     |
| Hours flown        | 1,456 |
| Passengers         | 5,071 |
| Cargo (mt)         | 53    |
| Evacuations        | 8     |

The Ethiopia UNHAS is the only air service provider for 40 United Nations agencies, NGOs, donors, diplomatic services and the media who are engaged in relief work in the Somali region and the refugee emergency operation in southern Ethiopia. Insecurity, poorly maintained airstrips and lack of commercial flights hinder access to the populations in need of aid.

In 2010 the Ethiopia UNHAS transported 5,071 passengers, 41 percent fewer than in 2009, and 53 mt of light cargo. It carried out seven medical evacuations and one security evacuation. UNHAS operates with a Cessna Caravan in Ethiopia and maintains a second aircraft on contract to meet sudden increases in air travel requirements. The aircraft fly to Jijiga, Warder, KebriDehar, Gode, Dolo and Fik six times a week; the service is available during weekends if required and in emergencies.

During 2010, UNHAS Ethiopia moved the operational

base of the Cessna Caravan C-208B from Addis Ababa to Dire Dawa, with the consent of the user group, because Dire Dawa is closer to the area where WFP and partner agencies have programmes.

This project started a partial cost-recovery scheme on 3 May 2010, which reduced the number of no-shows and refocused the service on passengers delivering aid. Only 15 of the 35 user agencies remained after the introduction of this scheme.

The top ten users of the UNHAS were WFP, MSF, the United Nations Children's Fund (UNICEF), UNHCR, *Médecins du monde*, Samaritan Purse (SP), the Office for the Coordination of Humanitarian Affairs (OCHA), UNDSS, ACF and the United Kingdom health charity, Merlin.

### Financial Review

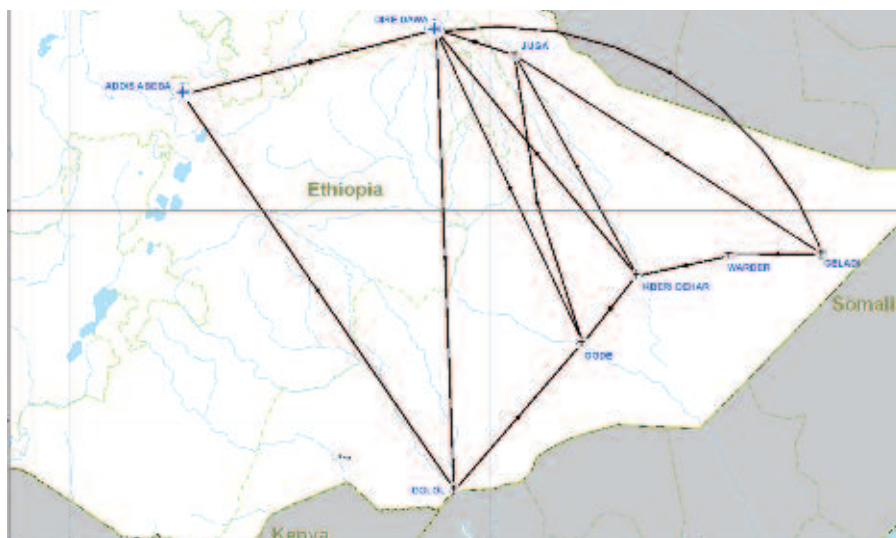
The project budget in 2010 was set at US\$4.5 million; the actual project cost was US\$2.0 million. Revenue received in 2010 amounted to US\$1.4 million; revenue from cost recovery contributed 10 percent of the annual total and 26 percent of the total cost from the time it started in May. The cost per passenger in 2010 was US\$343.

### Donors

The project was supported by ECHO, Sweden and the United States of America.

### Plans for 2011

The Ethiopia UNHAS will maintain a capacity of one Cessna Caravan, with another on stand-by agreement. The budget for 2011 is approved at US\$2.7 million; US\$2.1 million is still sought from donor contributions to sustain operations until the end of 2011.



## Niger: SO 107340

Air transport services for the humanitarian community in Niger and the region. Project duration: 6 June 2008 – 31 December 2011.

### Performance

|                    | 2010   |
|--------------------|--------|
| Chartered aircraft | 4      |
| Hours flown        | 1,966  |
| Passengers         | 11,125 |
| Cargo (mt)         | 42     |
| Evacuations        | 29     |

The Niger UNHAS operated four aircraft in 2010: a Beechcraft B1900-D, a backup Beechcraft King Air B-200, a LET-410 contracted to meet requirements during the corporate humanitarian emergency, and a 37-seat Bombardier Dash-8 chartered in December to replace the B1900-D. This operation transported 11,125 passengers and 42 mt of cargo. Most passengers – 62 percent – were from NGOs; United Nations organizations accounted for 35 percent and donors, embassies and the media for 3 percent. Twenty-two medical evacuations, seven security evacuations and nine VIP flights were carried out.

Five new destinations were opened at the request of the user group: Diffa, Goure, Ouallam, Keita and Dogon Doutchi. In collaboration with the Niger Civil Aviation Authority, WFP organized and financed the rehabilitation of airstrips in three of the new destinations.

The top ten users of the Niger UNHAS were WFP, MSF, UNICEF, Save the Children, Concern Worldwide, the Cooperative for Assistance and Relief Everywhere, OCHA, *Croix-Rouge français*, ACF and the United Nations Development Programme (UNDP).



### Financial Review

The project budget in 2010 was set at US\$5.6 million; the actual project cost was US\$5.7 million. Revenue received in 2010 amounted to US\$6.1 million. The cost-recovery scheme contributed 11 percent of the overall cost. The cost per passenger for this operation was US\$490.

### Donors

The operation was supported by Belgium, the EC, ECHO, Germany, Spain, the United Kingdom and the United States of America.

### Plans for 2011

In 2011, the Niger UNHAS plans to operate a Dash-8 for 12 months and another Dash-8 for two months only. The budget for 2011 is approved at US\$5.6 million; with the available resources and the WFP advance, the operation is covered until 30 April 2011, but US\$3.8 million is still sought for operations in 2011.



## Somalia: SO 10681.0

UNHAS in support of relief organizations.

Project duration: 1 August 2007 – 31 July 2011.

### Performance

|                    | 2010   | 2009   |
|--------------------|--------|--------|
| Chartered aircraft | 8      | 6      |
| Hours flown        | 3,797  | 5,149  |
| Passengers         | 31,534 | 19,273 |
| Cargo (mt)         | 199    | 211    |
| Evacuations        | 5      |        |

Violence and insecurity continued to affect Somalia in 2010. Apart from Mogadishu and Dolo, which were served on request, UNHAS did not operate into the South Central zone, where most of the fighting occurred, even though 75 percent of the people in need were concentrated there.

Only 101 of the 299 user agencies served by the Somalia UNHAS in 2009 were also served in 2010. Lack of commercial air transport alternatives and insecure road travel made provision of continuous humanitarian air services indispensable to supporting aid work.

In 2010, eight aircraft were operated with an average of five aircraft per month. The fleet included two Bombardier Dash-8, two Cessna Caravan, a Beechcraft B-200, a Dornier J328 and two Beechcraft 1900C. The operation transported 31,534 passengers and 199 mt of light cargo to 24 destinations in 3,797 flying hours. Of the passengers carried in 2010, 80 percent were from United Nations agencies, 18 percent from NGOs and 1 percent from donors.

Compared with 2009, the number of passengers transported increased by 64 percent as a result of an aircraft-sharing arrangement between SO 10681.0 and

UNHCR in Kenya whereby both agencies benefited from increased operational flexibility and reduced costs. Revenue from cost recovery rose from US\$401,713 in April to US\$565,315 in July.

The need to operate regular services to remote locations with corresponding low load factors made the service very expensive in spite of continuous operational adjustments in an attempt to optimize cost efficiency.

### Financial Review

The project budget in 2010 was set at US\$14.8 million; the actual project cost was US\$12.6 million after adjustments were made to the fleet. Revenue received in 2010 amounted to US\$8.5 million, of which US\$7.0 million was from the cost-recovery scheme. The Somalia UNHAS is experiencing a decline in donor support in spite of its importance for humanitarian programmes in Somalia and the region. The cost per passenger was US\$362.

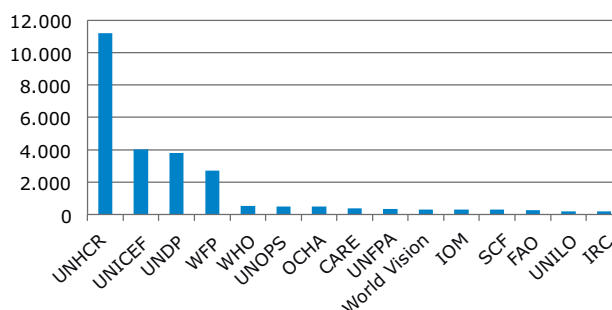
### Donors

The operation was supported by CERF, Denmark and Switzerland. Contributions accounted for only 12 percent of the total project cost in 2010.

### Plans for 2011

The Somalia UNHAS plans to operate five aircraft: a Dash-8, a Dornier J328, a C-208 and two B-1900. The project budget is estimated at US\$17.0 million, covering the operation until 30 April 2011; US\$7.5 million is still sought for 2011.

### Top 15 client agencies





## Sudan: SO 200073

Provision of humanitarian air services. Project duration: 1 January 2009 – 31 December 2011.

### Performance

|                    | 2010    |
|--------------------|---------|
| Chartered aircraft | 21      |
| Hours flown        | 18,458  |
| Passengers         | 142,787 |
| Cargo (mt)         | 556     |
| Evacuations        | 90      |

The deteriorating security situation in South Darfur caused continued displacement of civilians and impeded humanitarian activities and movements. Insecurity, the kidnapping of aid workers – particularly the three Latvian pilots – and similar security threats in South Darfur, further compromised the ability of the humanitarian community to assist displaced people in the Sudan. The Sudan UNHAS was the transport backbone for aid workers, reflecting the poor ground transport infrastructure and the difficult terrain. Domestic commercial air services do not serve the remote locations where humanitarian aid is most needed, and in some cases the operators do not meet international aviation safety standards.

In 2010, the Sudan UNHAS utilized 21 aircraft: eight Cessna Caravan, four Bombardier Dash-8, three PAC-750XL, a Beechcraft B-1900C, an Embraer 135 and four Mi-8 helicopters. It serviced 119 destinations in North Darfur and Southern Sudan. In response to feedback from UNHAS users, and in order to meet operational demands, the fleet was upgraded: one of the Bombardier Dash-8 was replaced by the Embraer 135, reducing travel times and enhancing schedule flexibility.

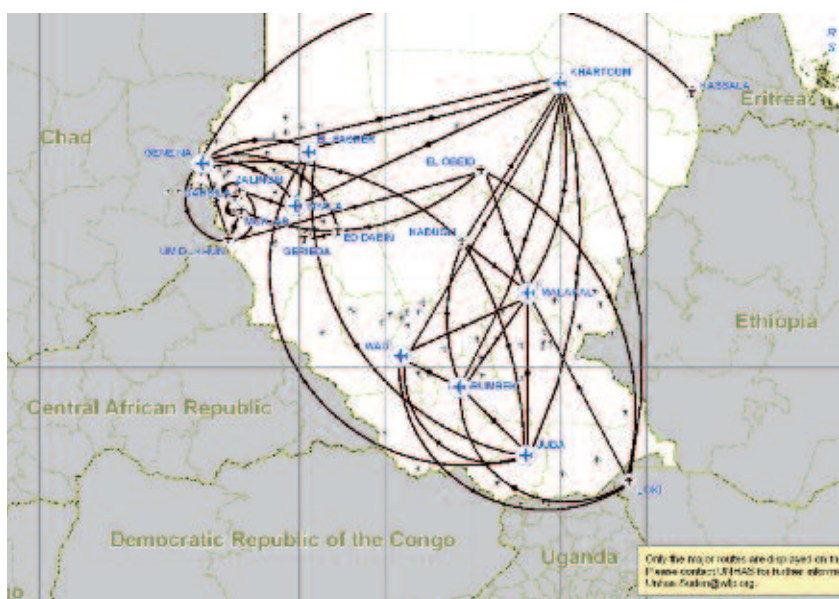
The Sudan UNHAS transported 142,787 passengers, 9 percent fewer than in 2009, and 556 mt of light cargo in 18,458 flying hours. It remained the largest of WFP's UNHAS, accounting for 45 percent of the passengers transported in 15 field operations. The Sudan UNHAS was used by 262 United Nations agencies, NGOs, diplomatic missions and the media; it also carried out 30 medical evacuations and 60 security evacuations.

### Financial Review

The project budget in 2010 was set at US\$59.5 million; the actual project cost was US\$49.4 million after adjustments to the fleet and the network. Revenue received in 2010 amounted to US\$40.2 million, a 24 percent decrease from the 2009 revenue of US\$53.0 million. The project operates on a partial cost-recovery basis, from which it generates an average of US\$1.5 million per month through ticket sales. The cost per passenger in 2010 was US\$326.

### Donors

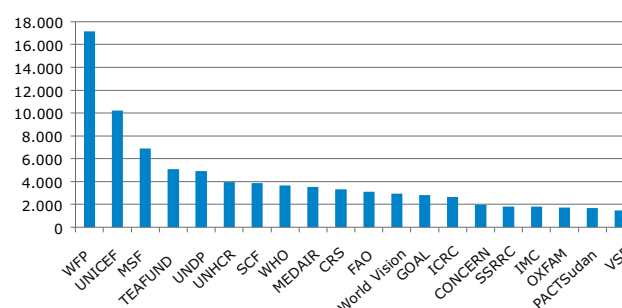
The operation was supported by Canada, CERF, ECHO, Germany, Switzerland and the United States of America.



### Plans for 2011

In 2011, the Sudan UNHAS plans to operate 19 aircraft. The budget for 2011 is approved at US\$60.7 million. With the available resources, the operation is covered until 31 August 2011; US\$19.3 million is still sought for operations in 2011.

### Top 20 client agencies



## Yemen: SO 200130

Air passenger service and logistics cluster coordination in support of the humanitarian response in Sa'ada. Project duration: 24 May 2010 – 31 May 2011.

The Yemen UNHAS was activated to support the humanitarian community in response to the crisis in Yemen. It provides air transport to facilitate the implementation and monitoring of humanitarian activities in the Governorate of Sa'ada. The project covers the aircraft, staff and systems to ensure regular, timely and efficient emergency responses under the cluster approach as well as transporting humanitarian personnel and light cargo to the affected areas to ensure operational continuity.

In 2010, the operation utilized a Dash-6 aircraft carrying out 31 flights on behalf of the humanitarian community.

The limited number of flights was a result of the security problems. The operation runs a cost-recovery scheme and charges US\$150 per passenger. The following organizations, in order of frequency, utilized the Yemen UNHAS in 2010: WFP, UNICEF, UNHCR, Save the Children, UNDP, OCHA, *Médecins du monde*, Islamic Relief, MSF, the World Health Organization, Oxfam, UNDSS, the United Nations Population Fund (UNFPA), the World Bank and ECHO.

The total project cost in 2010 was US\$176,000. Revenue from cost recovery accounted for 35 percent of the cost of operation; the remaining 65 percent was sourced from donor contributions.

## West Africa coastal countries (Guinea, Sierra Leone and Liberia): SO 10061.3

Air passenger service. Project duration: 1 May 2008 – 15 June 2010.

The West Africa Coastal UNHAS was launched in October 2001 to provide transport for humanitarian personnel in Guinea, Liberia and Sierra Leone; it was extended to Côte d'Ivoire in 2002. The operation was closed down on 15 June 2010 due to lack of funding.

Several attempts to save it failed because funds were not forthcoming: US\$2.5 million in donor contributions was required at the time of closure to support operations to December 2010. Between January and June 2010 SO 10061.3 transported 2,628 passengers and 50 mt of cargo.

### Financial Review

The project budget in 2010 was US\$4.9 million; the actual project cost was US\$1.8 million. Revenue received in 2010 amounted only to US\$710,459 from multilateral funds and ticket sales, which was not sufficient to sustain activities after June 2010. The cost per passenger was US\$559.

## Iraq: SO 200117

Provision of humanitarian air services. Project duration: 15 December 2010 – 14 December 2011.

The Iraq UNHAS is forecast to resume in May 2011, nine years after it was suspended in 2003. The United Nations humanitarian agencies plan to open additional operational hubs and increase their presence in those hubs and in Baghdad. This SO is proposed for the provision of a safe, reliable and cost-effective air transport service for United Nations agencies, international and national NGOs, and donors operating in Iraq.

The UNHAS operation will be integrated into the United Nations Assistance Mission for Iraq operations and will apply the same security coverage and procedures as UNDSS using security risk assessments.

Under SO 200117, the WFP-managed UNHAS will operate a Dornier J328 or similarly-equipped aircraft with a self-protection system. Flights will be provided to locations such as Al Hillah, Al Najaf, Baghdad, Basra, Erbil, Kirkuk and Tallil; if required, flights will also serve Kuwait. Until United Nations staff are cleared to fly on commercial aircraft into and out of Baghdad, flights will also be offered to Amman.

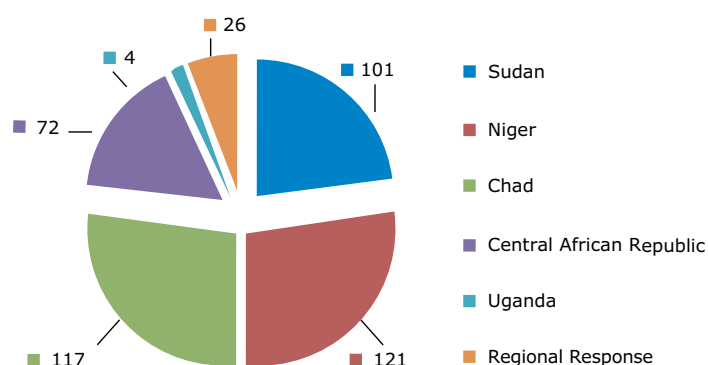
The project funding will be raised mainly through donor contributions, complemented by partial cost recovery from UNHAS users, which will provide an estimated 13 percent of funding requirements. It will run for 12 months from mid-December 2010 to mid-December 2011 at a budgeted cost of US\$11.5 million. If the need for the service remains it may be extended.

# WFP and UNHAS Regional Stand-By Aircraft Capacity in Entebbe (Uganda)

In July, WFP Aviation positioned a Dash-8 aircraft in Entebbe to support the UNHAS fleet of 31 fixed-wing aircraft in east and central Africa and to respond to emergencies. This initiative was taken to provide air services in the region when aircraft are taken out of service for non-scheduled maintenance as a result of the demanding operational environment, or when there is a sudden increase in air transport requirements. The initiative is intended to improve the reliability of UNHAS flights in the region.

So far, UNHAS has maximized the utilization of the aircraft: in 2010 it was deployed to the Central African Republic, Chad, Niger and the Sudan; it was also used to support the Uganda country office and the Executive Director's missions in the region. The aircraft also supported the scaled-up humanitarian response to the food crisis in Niger and Chad and other operations in the Central African Republic and the Sudan.

**Hours flown by the regional aircraft in 2010**



The aircraft carried 3,760 passengers and 15 mt of light cargo in 441 flying hours during 2010.

The adoption of a stand-by arrangement also reduces costs and lead times, particularly at the start of humanitarian emergencies when aircraft charter rates tend to increase. WFP is working with donors to mobilize more funds for additional stand-by capacity during emergencies.





# UNHAS Emergency Operations

## Haiti: SO 200109

Provision of air services in support of the humanitarian response to the earthquake. Project duration: 1 January 2009 – 31 March 2011.

Haiti SO 200109 was launched two days after the January 12 earthquake to provide air transport for humanitarian personnel, food, medicines and other relief items to areas rendered inaccessible by surface transport. Within three days, WFP Aviation had positioned the first passenger aircraft, a Cessna Caravan C-208B, to transport personnel from Santo Domingo to Port-au-Prince; a week later, three heavyweight helicopters were deployed to transport relief items and relief workers. Other aircraft used in the operation include a Dash-8 passenger aircraft and two cargo aircraft – a DHC 4 and an Antonov AN-12. Between January and December the fleet transported 20,000 passengers and 1,422 mt of light cargo for 162 agencies. The operation was scaled down from June 2010.

The WFP aviation contracting unit organized 32 strategic airlifts and transported 2,620 mt of food and non-food items for WFP and other agencies in support of the Haiti operation.

The outbreak of cholera in October 2010 and the civil unrest during the elections further increased humanitarian air transport needs, and between October and December, WFP Aviation chartered three additional aircraft to support the campaign against the cholera outbreak and to provide a reliable service to foreign countries.

### Financial Review

The 2010 project budget was US\$31.7 million; the actual cost was US\$19.2 million because the fleet had to be reduced to align operations with the available resources. The cost per passenger – US\$513 – was unusually high as a result of the increased cost of aircraft during emergencies and the prioritization of flights.

### Donors

The operation was supported by Canada, CERF, China, Denmark, ECHO, Japan, Spain, Sweden,

Switzerland, the United Kingdom, the United States of America, private donors and by multilateral funds.

### Plans for 2011

In 2011, this operation utilized two helicopters and one LET-410 for the first three months of the year. The project budget was US\$3.7 million.

## Pakistan: SO 200181

Logistics and telecommunications augmentation, aviation services and coordination in support of the humanitarian response to floods in Pakistan. Project duration: August 2010 – February 2011.

WFP launched SO 200181 in response to the worst floods in Pakistan's recent history which caused a significant loss of life, population displacement and the destruction of land and infrastructure in all six provinces. It was estimated that a fifth of Pakistan was under water, affecting 20 million people. The continuous rains and secondary effects of the flooding led to severe logistics constraints which impeded humanitarian access to vulnerable populations isolated from the road network. At the request of the government and the humanitarian community, WFP launched an UNHAS emergency operation to deliver relief supplies to isolated populations and to transport relief workers. The operation utilized ten heavy-lift helicopters to transport 5,338 aid workers and 3,217 mt of cargo in 2,089 flying hours.

### Financial Review

The aviation component of SO 200181 was estimated at US\$15.8 million in 2010 and this matched the actual project cost. The project was fully resourced by donors: total revenue was US\$19.4 million. Some donations were carried forward into 2011.

### Donors

This operation was funded by Canada, CERF, Denmark, ECHO, Germany, Japan and the United Kingdom.

# WFP Dedicated Food Airlift Operations

## Nepal: PRRO 10676.0

### Performance

|             | 2010  | 2009  |
|-------------|-------|-------|
| Helicopters | 2     | 2     |
| Hours flown | 1,410 | 1,517 |
| Passengers  | 507   | 798   |
| Cargo (mt)  | 2,386 | 2,522 |

This helicopter operation provides cargo flights primarily for WFP to isolated communities in the west of Nepal which have severe food deficits as a result of drought. Two Mi-8 helicopters operate daily from Surkhet to Jumla. There are no roads in these areas, only yak or mule trails: overland delivery by porters can take up to three weeks from the nearest road, which is too slow to meet people's needs. Commercial companies in Nepal operate fixed-wing aircraft and helicopters to deliver WFP food, but their capacities are inadequate to meet the demand.

During 2010, the two WFP helicopters transported 2,386 mt of food and 507 passengers. Since the beginning of the operation in 2008, 5,447 mt of food have been transported.



### Financial Review

The two Mi-8 helicopters are funded through the LTSH component of PRRO 10676.0. Funding allotments for payment of aircraft contracts are authorized by WFP's Nepal country office.

## Republic of the Congo: SO 200140

This operation provided the airlift of urgently required food from Pointe Noire to Impfondo in order to augment food stocks in the Likouala region where WFP provided food for 136,000 refugees from the Democratic Republic of the Congo and host populations.

WFP Aviation chartered an Antonov 12 cargo aircraft to transport 459 mt of food between March and May. The operation was hampered by poor weather and fuel supply problems at Pointe Noire, resulting in the cancellation of some flights.

## Democratic Republic of the Congo: EMOP 10824.0

The WFP country office requested the assistance of WFP Aviation for the airlift of food and non-food items from Entebbe to Dungu, starting on 24 January 2009. The operation ended in February 2010 after 4,780 mt had been airdropped from an AN-12 cargo aircraft. The operation was funded through the LTSH element of EMOP 10824.0.



# Dedicated Air Services for other Agencies

WFP Aviation provides aircraft services to other UN agencies under technical service agreements which are fully funded by the requesting agencies.

## **Republic of the Congo**

WFP Aviation provides air services to UNHCR and its partner agencies in the Republic of the Congo and the region. Under the technical service agreement, WFP and UNHCR operate a chartered LET-410 aircraft to destinations in the Republic of the Congo, the Democratic Republic of the Congo and the Central African Republic – Enyelle, Impfondo, Loukoulela, Bangui and Birao.

In 2010, 3,273 passengers and 158 mt of light cargo were transported for 41 organizations; 57 percent of the passengers were from UNHCR. The aircraft carried out 40 medical evacuations in 2010. The operation is implemented by WFP and UNHCR staff.

## **United Republic of Tanzania**

WFP manages a Cessna Caravan for UNHCR to carry passengers into and out of Mwanza. The aircraft charter is centralized in WFP Aviation and the field operation is implemented by the UNHCR office in the United Republic of Tanzania. In 2010, 1,507 passengers were transported in 638 flying hours.

## **WFP Aviation air service for UNDFS in the Democratic Republic of the Congo**

WFP Aviation chartered and managed a Dash-8 aircraft on behalf of UNDFS between January and February 2010 to transport ex-combatants and personnel of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo from Bukavu to Kisangani, Goma, Gemena, Kalemie and Entebbe. During the month of operation, 1,111 passengers were transported in 100 flying hours.

## **WFP Aviation/UNHCR Central African Republic**

In November 2010, WFP assisted UNHCR in the Central African Republic by organizing the movement of about 2,300 refugees by air from Sam Ouandja to Bambari with two chartered aircraft, a Dash-7 and a Dash-8. The cost of the operation was paid by UNHCR.

## **UNHAS for UNHCR in Chad**

The Chad UNHAS manages a Bombardier-B1900D on behalf of UNHCR under a technical service agreement. In 2010, the aircraft transported 9,299 passengers and 21 mt of light cargo.





# WFP/ASF-F Partnership



WFP Aviation continued to operate in the Democratic Republic of the Congo in partnership with the NGO and humanitarian air service provider *Aviation Sans Frontières-France* (ASF-F) to provide air transport for humanitarian and donor personnel in Equator and Oriental provinces. The service links Mbandaka and Kisangani with various remote locations to give humanitarian actors timely access to beneficiaries.

The requirement for this service arises from insecurity, poor roads, vast distances and the absence of safe commercial airlines in the area. ECHO and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo are also authorized to carry humanitarian personnel but do not have the capacity to meet current requirements.

The WFP UNHAS, in partnership with ASF-F, is addressing this air transport gap. The partnership coordinates flight operations and supports technical and administrative cooperation and advocacy. The fleet consists of two Cessna Caravan which in 2010 transported 4,133 passengers and 114 mt of light cargo in 1,971 flying hours. The number of passengers and cargo transported significantly exceeded the planned number for 2010.

The Democratic Republic of the Congo UNHAS partnership with ASF-F served 277 United Nations organizations, NGOs and local organizations. The activity is funded by the Democratic Republic of the Congo pooled fund.

# Strategic Airlifts



WFP Aviation facilitates cargo and passenger air services for WFP and other humanitarian organizations during emergencies. The services are fully funded by the client agencies.

In 2010, WFP Aviation carried out 96 airlifts, transporting 4,716 mt of cargo valued at US\$16.8 million, a 140 percent increase compared with 2009. The largest amounts of cargo were airlifted for the Haiti and Pakistan emergencies.

In 2010, services were provided for OCHA, UNHCR, the World Health Organization, UNDP, the Italian Ministry of Foreign Affairs, the European Union Election Observer Mission, the United Nations Office of Project Services, the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, UNICEF, the Canadian Embassy in Pakistan and WFP regional and country offices under request from United Nations Humanitarian Response Depots.

The flights served locations such as Dushanbe (Tajikistan), Port-au-Prince (Haiti), Santo Domingo, Niamey (Niger), Bamako and Tombouctou (Mali), Surgut (Russian Federation), N'Djamena (Chad), Herat, Kandahar and Mazar-al-Sharif (Afghanistan), Guatemala, Tblisi (Georgia), Osh (Kyrgyzstan), Islamabad, Multan, Sukkur and Karachi (Pakistan), Manila (the Philippines) and Accra (Ghana).



# WFP Aviation and Civil-Military Coordination during Emergencies



At the start of a ‘sudden onset’ of disaster, WFP’s UNHAS builds synergies with military units which have aircraft suitable for transporting emergency relief supplies to beneficiaries cut off from road access. The military can also deploy airlift capability, which is essential during the early phases of a humanitarian response.

During the Haiti earthquake response, WFP’s Logistics Unit had access to US military helicopters to transport food and non-food items to isolated villages.

WFP Aviation was requested to work alongside military counterparts in the Haiti Flight Operations Coordination Centre (HFOCC), and to manage and prioritize humanitarian flights into Port-au-Prince.

The airport typically handled 15 to 30 flights a day, but exceeded its ground capacity in the weeks after the earthquake.

In the weeks following the earthquake, when HFOCC received 5,000 requests for aircraft movements, the WFP team helped to bring order to Haiti’s air traffic control system. The HFOCC team consisted of members of the US Air Force, the Royal Canadian Air Force and the WFP UNHAS team led by the Deputy Chief of Aviation Services.

In recognition of the team’s performance, the US Air Force presented HFOCC with the Chief of Staff Team Excellence Award 2010 and the Chief of Staff Best Practice Award 2010 at a ceremony in Washington, D.C. in September 2010.

In August 2010, at the request of the Government of Pakistan and the humanitarian community, WFP launched an UNHAS flood-response operation to deliver relief supplies to isolated populations and to transport relief workers. The operation initially used ten helicopters, but it soon became apparent that 40 heavy-lift helicopters would be required to meet humanitarian needs. UNHAS recognized the need for a joint aviation coordination cell (JACC) to coordinate air movements in order to comply with the priorities set by the National Disaster Management Authority and the humanitarian community. Through the JACC, WFP had access to 40 heavy-lift military helicopters: as a result, deliveries of emergency aid became more streamlined and predictable, complementing the work of the original ten helicopters.

Creation of the JACC was one of the main factors in the success of WFP’s logistics operations in Pakistan in 2010. The JACC consisted of representatives of the National Disaster Management Authority, the WFP Logistics Cluster, UNHAS and the stakeholders providing airlift capacity; Pakistan Air Force, the Pakistan Army Aviation Command, the US Air Force, the US Army and the US Marine Corps.



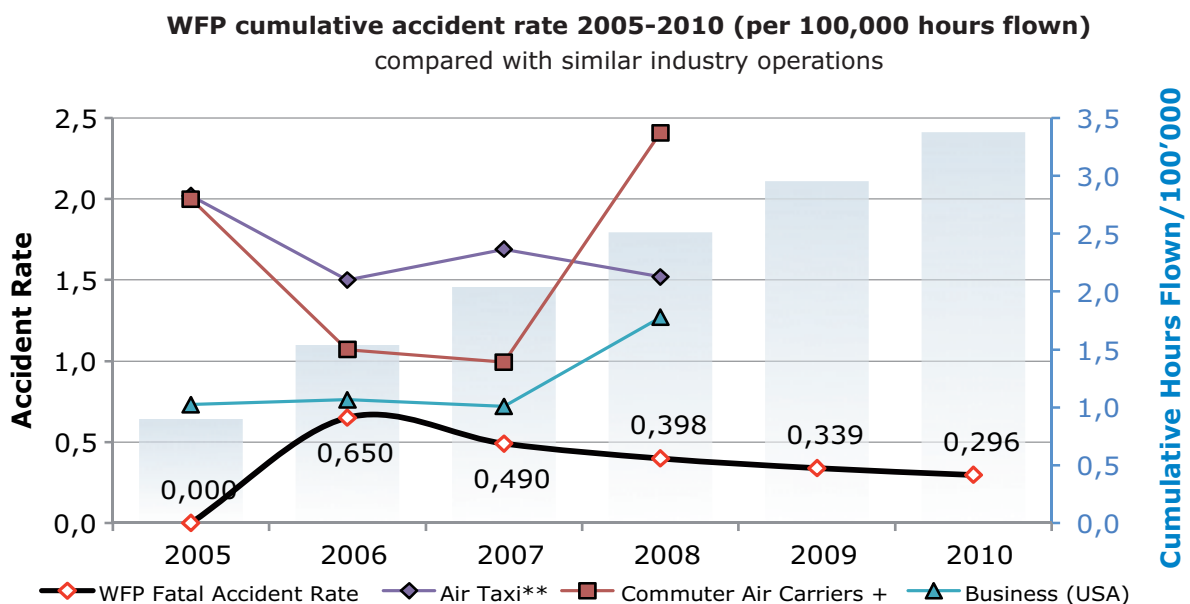
# Aviation Safety Assessment Systems

WFP's Aviation Safety Unit employs a continuous monitoring approach to safety risk management, safety assurance and safety promotion activities. The approach involves systematic evaluation of air operators, analysis of hazards and occurrences, and the dissemination of safety information through the safety communication system. The Aviation Safety Unit conducted 121 evaluations of air operators in 2010 compared with 119 in 2009, covering 45 operators in 26 countries. More stringent monitoring is carried out on air carriers holding current contracts with WFP, which may result in some operators being evaluated up to four times a year at their main bases and field stations. The Aviation Safety Unit has eight officers implementing the aviation safety assessment system (ASAS) worldwide; they are based in three regional offices and at Headquarters.

To gauge safety performance, the Aviation Safety Unit analyses all occurrence reports, including serious and significant incidents and any accidents. The importance of analysing these events in combination with air operators' evaluation reports is that potential hazards and latent conditions in a system are identified in advance. No human activity or man-made system

can guarantee being free of hazards and operational errors, but as long as safety risks and operational errors are kept under a reasonable degree of control, a system as open and dynamic as commercial civil aviation is considered to be safe. In other words, safety risks and operational errors that are controlled to a reasonable degree are acceptable in an inherently safe system (International Civil Aviation Organization, doc 9859).

In the last six years, UNHAS-chartered aircraft have flown 330,000 hours, an annual average of 55,000 hours. The graph below shows WFP Aviation's cumulative accident rate since 2005. The cumulative rate is a history of hours flown compared with the number of accidents in a particular period. In 2010, WFP aviation had a 0.296 fatal accident rate for every 100,000 hours flown. Since the implementation of an occurrence reporting system in 2005, WFP's UNHAS has had one fatal accident involving a Cessna 208 controlled flight into terrain, in 2006. Through ASAS, the Aviation Safety Unit aims to reduce this rate to as low as reasonably practicable (ALARP). The graph also compares similar commercial activity such as air taxis, commuter carriers and business jet operations.



\*\* United States Federal Aviation Regulations Part 135, non-scheduled air carriers: total accident rate is not cumulated.

+ United States Federal Aviation Regulations Part 135, scheduled air carriers: total accident rate is not cumulated.

Source of data for similar industry operations: National Business Aviation Association, Washington, D.C., [www.nbaa.org](http://www.nbaa.org)

# WFP Aviation Quality Management System

In 2010, WFP Aviation continued the review of its field operations using the Quality Management System, which is based on International Civil Aviation Organization standards and industry best practice. The aim is continuous improvement in the quality of WFP's air services and standardization of processes. Quality assurance visits to aviation field operations have been shown to make fundamental contributions to the improvement of systems and procedures.

During the past two years, 17 aviation field operations have been reviewed; in 2010, there were 9 reviews of 12 operations. Of 78 recommendations



made in 2010 to chief air transport officers and Headquarters, 75 percent had been implemented by the end of the year.

The Quality Management System has developed tools and guidance that have been used in aviation field operations for continuous monitoring of compliance with established procedures and requirements; this has created valuable synergies. In 2011, the system will focus on operational performance measurement and will continue to implement previous quality recommendations.

## WFP Aviation Training

### Internal

WFP Aviation training continued in 2010 for 181 air operations staff from the United Nations, NGOs, civil aviation authorities and partner agencies in Chad, the Democratic Republic of the Congo, Niger, Somalia and the Sudan. Modules were taught in the following subjects: dangerous goods, security, airport operations, ground handling, air safety, customer service, introduction to aerodynamics, weight and balance, fuel and refuelling, aviation law, air transport regulations and introduction to air transport economics.

The training is designed to give humanitarian workers involved in air operations the skills to provide safe and reliable passenger and cargo services. In this way WFP Aviation contributes to capacity building in the countries and regions where operations are ongoing, particularly by involving civil aviation authorities and operators in developing countries. Of those trained,



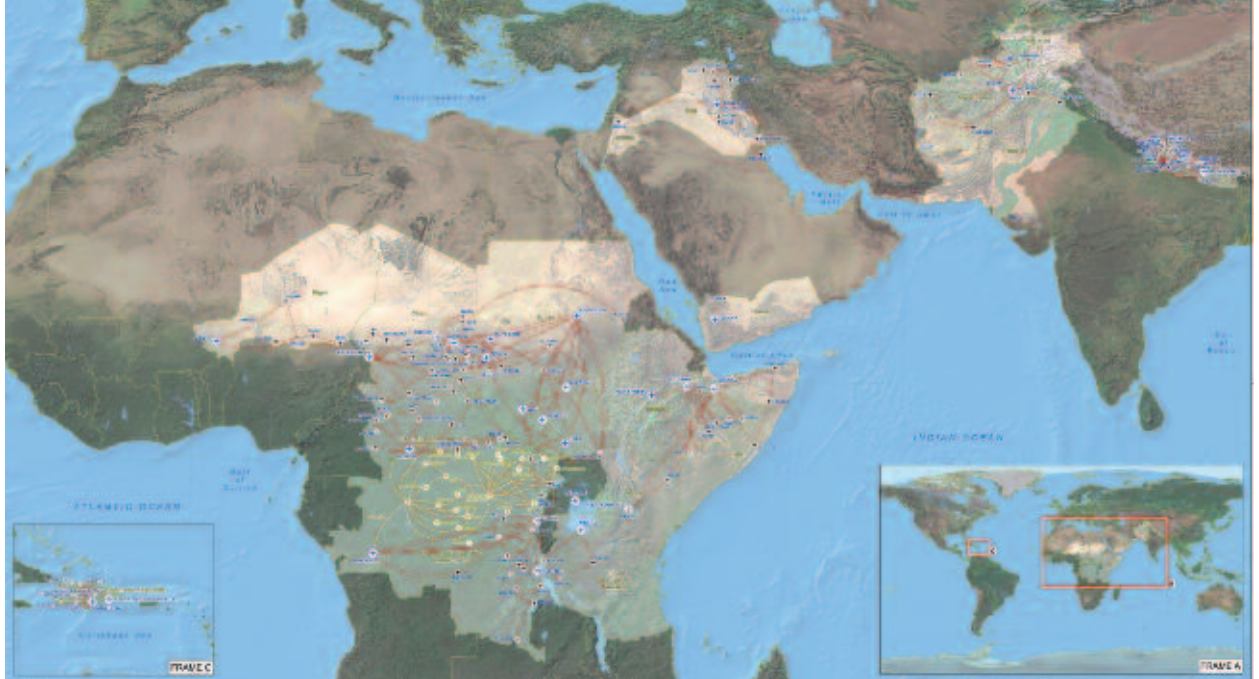
32 percent were UNHAS staff, 24 percent were from NGOs, 18 percent were from civil aviation and airport authorities, 15 percent were from other United Nations agencies and 11 percent were non-UNHAS staff in WFP.

Two management training workshops were organized in Nairobi and Addis Ababa during 2010 for 59 chief air transport officers, deputy chief air transport officers and managers from WFP Headquarters.

### External: Flight Dispatcher Course 2

In November 2010, WFP Aviation gave a five-week flight dispatcher course to 16 international and national staff and consultants from UNHAS and partner agencies. Training took place at the *École régionale de la navigation aérienne et du management* in Dakar, certified by the International Civil Aviation Organization and fully funded by ECHO.

# Improved Management Tools



## **e-Flight Management Application (E-FMA)**

Flight management application software was put in place to streamline operations and automate standard operating procedures in UNHAS. Following the 2009 roll-out of the flight management application in all UNHAS regular operations, in 2010 WFP Aviation concluded plans to implement a web-based flight management application to facilitate flight planning and tracking and cost recovery to optimize cost efficiency. The system enables staff in each operation to oversee the chain of events from booking a flight to invoicing users and reporting in a standard transparent format.

The upgrade to a web-based flight management application will enable humanitarian agencies to book passengers or cargo from a web page. The system will then provide an electronic ticket with a bar code that can be used by a web terminal, a laptop or a personal digital assistant.

## **Global Positioning System Tracking**

All WFP Aviation flights are monitored in real time through the tracking capability of the Global Positioning System to enable immediate action if contact is lost or to support search-and-rescue operations.



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WFP Aviation is the world's leading air service when it comes to saving lives.

## UNHAS: serving humanitarian operations



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