



# WFP Aviation Annual Review 2011



**World Food Programme**

# WFP Aviation 2011 in numbers

Total cost	<b>US\$193 million</b>
Agencies served	<b>870</b>
Passengers	<b>354,454</b>
Cargo	<b>3,560 mt</b>
Flight hours	<b>45,161</b>
Destinations	<b>350</b>
Medical evacuations	<b>184</b>
Security evacuations	<b>86</b>
Aviation training	<b>400 people</b> (1,656 from 2006 to 2011)
Flight dispatcher course	<b>16 people</b>
Average cost per passenger	<b>US\$455</b>

## Acronyms used in this publication

ACF	<i>Action contre la faim</i>	IOM	International Organization for Migration
ASF-F	<i>Aviation Sans Frontières-France</i>	IRC	International Rescue Committee
ASU	Aviation Safety Unit	LTSH	landside transport, storage and handling
CAR	Central African Republic	MSF	<i>Médecins Sans Frontières</i>
CERF	Central Emergency Response Fund	NGOs	non-governmental organization
CRS	Catholic Relief Services	PRRO	protracted relief and recovery operation
DRC	Democratic Republic of Congo	ROSS	Republic of South Sudan
EC	European Commission	SCF	Save the Children Fund
ECHO	European Commission's Directorate General for Humanitarian Aid and Civil Protection	SO	special operation
E-FMA	Electronic Flight Management Application	UN	United Nations
EMOP	emergency operation	UNAMI	United Nations Assistance Mission in Iraq
EU	European Union	UNDFS	United Nations Department of Field Support
ICAO	International Civil Aviation Organization	UNDP	United Nations Development Programme
ICRC	International Committee of the Red Cross	UNDSS	United Nations Department of Safety and Security
IDPs	internally displaced populations	UNHAS	United Nations Humanitarian Air Service
IMC	International Medical Corps	UNHCR	Office of the United Nations High Commissioner for Refugees
IMO	International Maritime Organization	WFP	World Food Programme

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# Foreword

For the past six years I have had the privilege to lead the Aviation Unit of the World Food Programme (WFP), which provides key air services, including the United Nations Humanitarian Air Service (UNHAS), to the humanitarian community operating in some of the world's most remote and insecure areas.

During this period, WFP Aviation, and particularly UNHAS, continued to be crucial in emergency and relief efforts, gaining recognition for the important role we play and high level of professionalism. This is thanks to all the dedicated pilots, engineers and aviation professionals who every day ensure that humanitarian workers can safely reach populations in need. These professionals never fail to go above and beyond to deliver, and in most cases under very challenging circumstances. Their commitment is truly admirable and appreciated by all.

Enhancing efficiency and improving overall operational performance continued to form the basis of our key objectives in 2011. Throughout the year, we carried out numerous initiatives to reinforce this vision. For instance, we launched the aspiring Aviation Emergency Response project, developed and supported by the European Commission's Directorate General for Humanitarian Aid and Civil Protection (ECHO). By positioning two stand-by helicopters in Entebbe, this project will substantially enhance WFP Aviation's capacity to respond promptly and efficiently to emergencies in the whole of Africa and the Middle East. Furthermore, as a second component of the Aviation Emergency Response project, two air transport officers have been positioned in key geographical locations – Asia and South/Central America – with the aim to increase the number of pre-screened locally available air operators in the region – ready for immediate deployment during emergencies at a cost-effective rate.

The roll-out of the WFP web-based Electronic Flight Management Application (E-FMA) to operations around the globe continued at a steady pace throughout the year, and is expected to be fully operational by mid-2012. This innovative system will facilitate the interface with all users, while further

improving the daily management of UNHAS operations. Furthermore, in 2011 we took further measures to ensure that security remains at the forefront of our operations. The recent recruitment of aviation security specialists will help UNHAS deal with growing threats in many areas where we operate.

Moving forward, in 2012 WFP Aviation will continue to facilitate charter arrangements for its partners, paying particular attention to cost-efficiency, to reduce pollution levels/green-house gases, and to select ethical carriers.

Although many donor countries have continued to generously support UNHAS operations, humanitarian air services remain subject to unsteady financial support – negatively affecting access to populations in urgent need of assistance. Hence, in 2012, WFP Aviation will further develop its funding strategy through multiple actions at all levels to achieve a more predictable, diversified and sustainable funding stream - while aggressively pursuing the highest level of cost-efficiency.

Thanks to each of you for your contribution to ensuring a greater access to populations in need wherever required. You make the difference.

**Pierre Carrasse**  
*Chief, WFP Aviation*



# Executive Summary

In times of natural disaster and conflict, communities can quickly become displaced, isolated and left without proper access to food, water and shelter. A rapid response can save lives and air transport is often the only way to quickly move supplies and personnel to where they are needed. Whether the cause is flooding or earthquake, cyclone or war, WFP Aviation provides air transportation for emergency response and rehabilitation efforts in some of the world's most remote and insecure places. While commercial carriers fly personnel between major cities, and ships deliver bulk food provisions to the nearest ports, WFP Aviation operates at the front line. The world's leading humanitarian airline is ready to go where no-one else goes to help those most in need.

Throughout 2011, with a robust fleet of aircraft, WFP Aviation remained ready to help humanitarian assistance reach millions of people affected by the consequences of war, natural disasters, and other challenging circumstances in remote and insecure areas such as in Afghanistan, Central African Republic (CAR), Chad, Democratic Republic of the Congo (DRC), Ethiopia, Niger, Somalia, Sudan, Iraq and Yemen. In addition to providing on-going air services to ensure that humanitarian assistance can reach fragile communities, WFP Aviation responded to numerous complicated and challenging emergencies around the world, including in the Horn of Africa and Libya. It is estimated that 80 percent of global humanitarian transportation in 2011 was provided by WFP Aviation.

Security continued to be a top priority and concern for WFP Aviation in 2011. An air crew hired by WFP Aviation, working on the front line to help tens of thousands of vulnerable people in Sudan, was



kidnapped. Furthermore, growing security threats to WFP's Aviation operations in sub-Saharan Africa as arms proliferation continued to grow across the region, WFP Aviation took necessary measures to mitigate risks. Two aviation security experts were hired to help ensure that lifesaving operations were not compromised. While the security experts are based in Sudan and South Sudan - given the dynamics in the region, WFP Aviation operations across the globe are leveraging their extensive knowledge and expertise to enhance protection of all its operations against increasing threats.

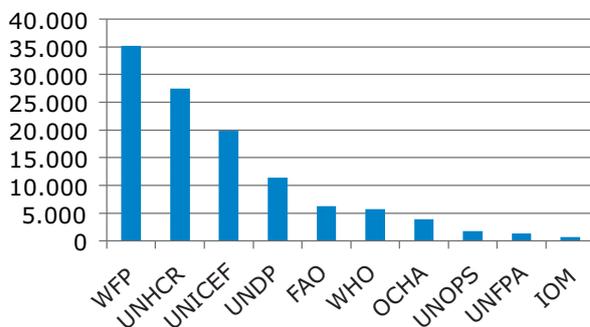
Under UNHAS operations, the world's humanitarian airline transports employees from non-governmental organizations (NGOs), international agencies, donors and media, as well as essential commodities; 339,070 passengers and 1,978 metric tons (mt) of humanitarian cargo were transported in 39,203 flying hours. Overall, WFP Aviation transported more than 354,454 passengers and 3,560 mt of vital humanitarian goods in 45,161 flying hours to over 350 destinations in 15<sup>1</sup> countries. An average of 54 aircraft was used per month to ensure that the humanitarian community

<sup>1</sup> Figure includes passengers and cargo transported through UNHAS, Dedicated third party services and strategic airlifts.

WFP AVIATION ACTIVITIES 2011			
Type of operation	Hours flown	Passengers	Cargo (mt)
UNHAS regular special operations	39 203	339 070	1 978
Dedicated third party services	4 253	15 384	295
Strategic airlifts, airfreight and VIP flights (including Horn of Africa, Libya and Nepal)	154 airlifts/airfreight		
<b>Total</b>	<b>45 161</b>	<b>354 454</b>	<b>3 560</b>

could reach vulnerable people in remote and/or insecure areas. WFP Aviation also provided 154 dedicated flight services to over 20 destinations for third party organizations, including various NGOs, governments, the United Nations Department of Field Support (UNDFS), and international organizations. The European Union's Electoral Commission was assisted in DRC while the Office of the United Nations High Commissioner for Refugees (UNHCR) and the International Maritime Organization (IMO) also requested WFP Aviation's services to urgently and safely repatriate over 10,000 people from Libya to several countries in Africa and Asia in the wake of political instability in Libya.

### Top 10 UN Agency UNHAS Users



Capacity building and efficiency also remained on the forefront of WFP Aviation initiatives in 2011. To enhance air emergency response capacity, with the support of ECHO, WFP Aviation positioned a stand-by fleet of two helicopters in Uganda to facilitate urgent response to disaster/insecurity mostly in Africa and the Middle East. The helicopters have already proven to be a tremendous asset to the Air Field Operation. At the same time, WFP Aviation established two positions of emergency response officers respectively in Panama and Bangkok to improve its ability to react to emergencies in areas where the Unit has no permanent presence. Furthermore, over 17 hands-on aviation trainings were provided to 398 people from diverse groups, including WFP, local authorities and other local stakeholders, ensuring that enhanced capacity forms part of WFP's footprint at the local level.

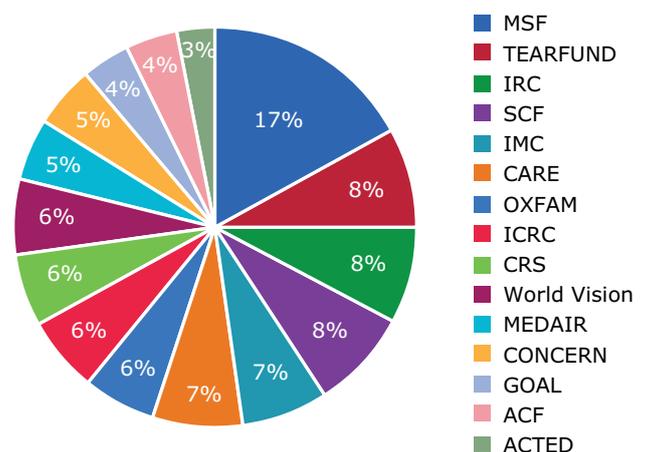
### Other key highlights in 2011

- Three new operations were launched in Côte d'Ivoire, Iraq and Libya, upon urgent requests from the humanitarian community to provide a safe, reliable and cost efficient air transport service to and from these areas. WFP Aviation provided a

channel for humanitarian organizations to reach those affected by internal violence and conflict and in urgent need of assistance.

- Operations in Nepal and Pakistan were not required further and therefore terminated.
- As a means to ensure a more sustainable funding pipeline to support operations where they are needed, WFP Aviation increased its capacity to fundraise and strategically position itself among the donor community.
- Air transport safety continued to be at the forefront of all operations. As a means of reinforcement, numerous workshops and capacity building trainings were offered to a wide range of entities across operations, including WFP employees, Civil Aviation Authorities, NGOs and contractors.
- The Electronic Flight Management Application (E-FMA) was successfully rolled-out to field offices, including Afghanistan, Ethiopia, Iraq, Libya, Somalia, Sudan and South Sudan, allowing WFP Aviation to record and monitor its operations in real-time through a web-based platform. The new unified system will encourage information sharing and improve transparency. Besides reducing the margin for human error and increasing security standards, the E-FMA is also helping to reduce WFP Aviation's environmental footprint by providing 'paperless' options.
- Quality assurance missions which are now well established have been actively pursued with the aim of ensuring that highest operational and management standards are further enhanced.

### Top 15 NGO UNHAS Users



# Enhancing Security Across WFP Aviation Operations

Reaching the vulnerable in some of the world's most insecure and remote areas has never been an easy task for WFP Aviation. Careful planning and a thorough understanding of the local context is a must. However, the nature of exposure to security risk has drastically changed in recent years. While insecurity in the past was limited to isolated incidents unrelated to each other, WFP Aviation, and more generally the humanitarian community has in recent years been confronted with more diffuse and globalized risks. WFP witnessed two consecutive hostage crises during 2010 and 2011 in the Darfur region of Sudan, during which several crew members remained captive for several months. A similar occurrence affected another humanitarian operator in Somalia. Furthermore, anti-aircraft missiles were found in the vicinity of Benghazi airport while UNHAS aircraft were in operation. Other anti-aircraft devices, mostly originating from Libya, have now been located in several other countries of sub-Saharan Africa raising a new threat to aviation services.

Bombing or hijacking threats directed towards humanitarian air services periodically appear on the web or in the media in several countries. This,

combined with the proliferation of armaments, notably of anti-aircraft devices and the expansion of terrorist activities where operations are conducted, have led WFP Aviation to take new initiatives to enhance the level of protection of passengers, crew and assets.

WFP has started recruiting security experts to be able to detect unforeseen threats and take appropriate measures to avoid catastrophic situations. While predominantly focused on Sudan, Somalia and the sub-Saharan region, WFP Aviation's highly qualified security experts will also assist operations across the globe, ensuring safe and reliable air transportation for the humanitarian community. Their role consists of evaluating the risks in all areas of operation and to design and implement adequate measures to reduce exposure in a standardized manner.

In 2012, WFP intends to recruit additional officers to ensure a similar security expertise exists in all areas. Experts are designing training packages to ensure security culture is disseminated throughout WFP Aviation structure at both Headquarters and field level.



*UNHAS employee monitors airstrip in Ethiopia.*

# Financial Highlights

This section shows the costs and revenues of WFP air operations, comparisons between planned and actual performance in 2011, and planning and funding requirements for 2012.

## Financial implementation

WFP aviation activities in 2011 were implemented through:

- Aviation Special Account: funds strategic airlifts for internal and external clients, dedicated air services for internal and external clients, and partnerships with other organizations.
- Aviation Special Operations account: funds UNHAS

regular and emergency passenger and cargo common services for the humanitarian community; and

- Landside transport, storage and handling (LTSH) component of emergency operations (EMOPs) and protracted relief and recovery operations (PRROs).

The total cost of the air operations in 2011 amounted to US\$192.6 million. The breakdown of costs by the funding modality is presented in the table below.

AIR OPERATIONS - 2011 COSTS (US\$)			
Project category	Operational	Indirect Support Costs (ISC)	Total
Regular Special Operations	138 372 165	9 686 052	148 058 217
Emergency Special Operations	10 028 382	701 987	10 730 369
LTSH	2 400 474	168 033	2 568 507
Special Account funded	32 043 424		32 043 424
Special Account Elimination	-796 644		-796 644
<b>Total</b>	<b>182 047 801</b>	<b>10 556 071</b>	<b>192 603 872</b>

## Regular Special Air Operations (UNHAS)

UNHAS provides common air services to the entire humanitarian community upon request of the United Nations Country Team and Humanitarian Coordinator. UNHAS operations are recognized under Special Operations as WFP's funding modality. In 2011 WFP Aviation continued implementation of 13 regular operations, and established two special operations in response to emergencies (Haiti and Libya). The Regular Special Air Operations are the most challenging to sustain due to limited availability of resources.

WFP Aviation estimated a total of US\$170.6 million for the 13 regular Special Air Operations. Generous contribution received from donors during 2011 for regular UNHAS operations amounted to US\$92 million, while revenue from ticket sales and/or booking fees amounted to US\$35.8 million, 21 percent of the required budget. A total of US\$52.3 million was carried forward from 2010 – largely due to the fact that these funds were donated towards the end of the year.

The overall available resources of US\$180 million allowed WFP Aviation to continue most of the operations until the end of the year, still the variance between budget and costs of regular UNHAS operations of US\$22.6 million or 87 percent, shows that not all activities have been fully implemented during the reporting period. A lower than expected cost of jet fuel, combined with the constant optimisation of the fleet also contributed to reducing the overall cost.

## Operating in a challenging economic environment

Given the complex and unfavourable global economic environment in 2011, securing sufficient funds to support WFP Aviation operations was a major challenge. Thanks to the generous financial contributions from several donors, WFP Aviation was able to implement most of its special operations in 2011 – ensuring that humanitarian aid could reach people in need. However, some planned activities were not fully implemented, mainly through lack of available resources at the required time.

Without a sustainable financial pipeline, long-term forecasting and operational planning is not possible. The lack of committed funds giving a financial visibility of less than two months, significantly reduces the quality of operations by preventing WFP Aviation from entering into more cost-efficient contracts for aircraft charters; from establishing long-term planning with air operators; and from maintaining capacity to provide medical and security evacuations for United Nations and NGO staff.

WFP Aviation has enhanced its capacity to secure a more sustainable financial pipeline but WFP should not be left alone resourcing or advocating for a common service that benefits the humanitarian community at large. Moving forward, WFP Aviation aims to broaden its donor base and continue to foster cost-efficient solutions throughout operations with the strong support expected from its users.

### **Donor Support in 2011**

WFP Aviation funded the bulk of its operations with contributions received from 19 different government/institutional donors: Belgium, Canada, Denmark, ECHO, Faroe Islands, Germany, Ireland, Italy, Japan, Luxemburg, New Zealand, Spain, Sweden, United Kingdom, United Nations, United States of America, as well as a number of multilateral and private donations.

Apart from cash contributions, in-kind donations in terms of specialized aviation staff were provided to support key operations. This not only improved the quality of the operations, but also promoted favourable user experience among UNHAS clients – the humanitarian community at large.

### **Ensuring cost efficiency**

Cost efficiency remained at the forefront of WFP Aviation's operations. Forward-thinking practices were institutionalized to ensure that WFP Aviation can react in an effective and economical manner to market driven demands. To avoid soaring air operator costs during emergencies, which are due to the need to quickly locate and mobilize air transport assets in areas where WFP Aviation does not have a permanent presence, two emergency preparedness positions were created in key locations – Bangkok and Panama. By identifying and establishing relations with air operators in the region, and pre-positioning their services ahead of potential emergency relief operations, the emergency response officers ensure

cost efficiency in emergency relief operations. In addition, the two standby emergency response helicopters, based in Uganda and ready to be deployed anywhere in light of an emergency situation, have also drastically helped to reduce costs associated with last-minute contracting of air operators. Furthermore, in order to reduce fuel costs and ensure a more sustainable pipeline, WFP Aviation continued to build direct relationships with local fuel suppliers where possible – cutting third party overhead/management costs.

WFP Aviation is also acting to contain and reduce its internal travel costs through various innovative measures. Specialized websites that compare travel cost are systematically used to ensure that tickets are purchased at the lowest cost. Fuel costs, which represent a large portion of operational expenditures, are consistently monitored through the comparison of offers received from five global suppliers with local rates. This allows WFP Aviation to purchase cost-efficient fuel. The E-FMA system is also extensively used to monitor the actual fuel burnt by each aircraft.

Due to fast-changing requirements, composition of local fleet of aircraft, occupancy rates, and local networks are periodically reviewed and adjusted accordingly so that the fleet and routings remain optimum. WFP Aviation through its Contracting Unit ensures it remains highly flexible for adapting to fast-changing market conditions and/or requirements.



## Financial Report 2011

Regular UNHAS SOs								
Country/Region	Project needs US\$	Funds carried forward US\$	Contributions received US\$	Cost Recovery income US\$	Total project costs US\$	Difference: budget/costs US\$	Number of passengers transported*	Cost per passenger US\$
Afghanistan	21 117 110	3 036 027	9 960 219	4 828 790	16 725 036	4 392 074	26 079	641
CAR	5 320 766	3 106 767	2 425 527	607 089	4 931 850	388 916	10 678	462
Chad	19 610 051	5 169 463	16 470 674	206 505	17 633 451	1 976 599	66 219	266
DRC	14 791 669	7 736 156	10 650 592	1 987 334	15 072 457	-280 787	29 937	503
Ethiopia	3 469 019	0	5 752 251	609 750	3 547 316	-78 298	7 866	451
Niger	5 578 138	1 836 105	4 756 781	549 622	7 142 508	-1 564 370	18 534	385
Somalia	18 314 007	4 626 995	7 144 885	10 853 063	17 075 575	1 238 432	38 738	441
Sudan	50 110 177	18 454 967	23 376 952	8 693 273	46 025 192	4 084 985	120 807	381
South Sudan	14 944 635		2 987 858	8 333 102	9 317 275	5 627 360	20 115	463
Yemen	stand-by				0	0	n/a	n/a
Global	3 705 135		5 698 006	0	1 465 123	2 240 012	n/a	n/a
Côte d'Ivoire	2 597 209		2 759 065	95 842	1 831 265	765 943	4 699	390
Iraq	11 071 136	6 855 073	0	436 094	7 291 167	3 779 968	3 400	n/a
<b>Total</b>	<b>170 629 051</b>	<b>50 821 554</b>	<b>91 982 810</b>	<b>37 200 464</b>	<b>148 058 217</b>	<b>22 570 834</b>	<b>347 070</b>	<b>455</b>

UNHAS EMOPs								
Country/Region	Project needs US\$	Funds carried forward US\$	Contributions received US\$	Cost Recovery income US\$	Total project costs US\$	Difference: budget/costs US\$	Number of passengers transported <sup>1</sup>	Cost per passenger US\$
Libya	12 676 970		5 549 342	59 100	6 987 175	5 689 796	7 000	998
Haiti	3 737 626		2 908 804		3 743 194	-5 568	4 617	811
<b>Total</b>	<b>16 414 596</b>		<b>8 458 146</b>	<b>59 100</b>	<b>10 730 369</b>	<b>5 684 227</b>	<b>11 617</b>	<b>904</b>
<b>Grand Total</b>	<b>187 043 647</b>	<b>52 257 119</b>	<b>105 940 956</b>	<b>35 823 996</b>	<b>158 788 585</b>	<b>28 255 062</b>	<b>358 687</b>	

\* The number of passengers in this table includes cargo volumes transported, using 80 kg as the equivalent of one passenger.

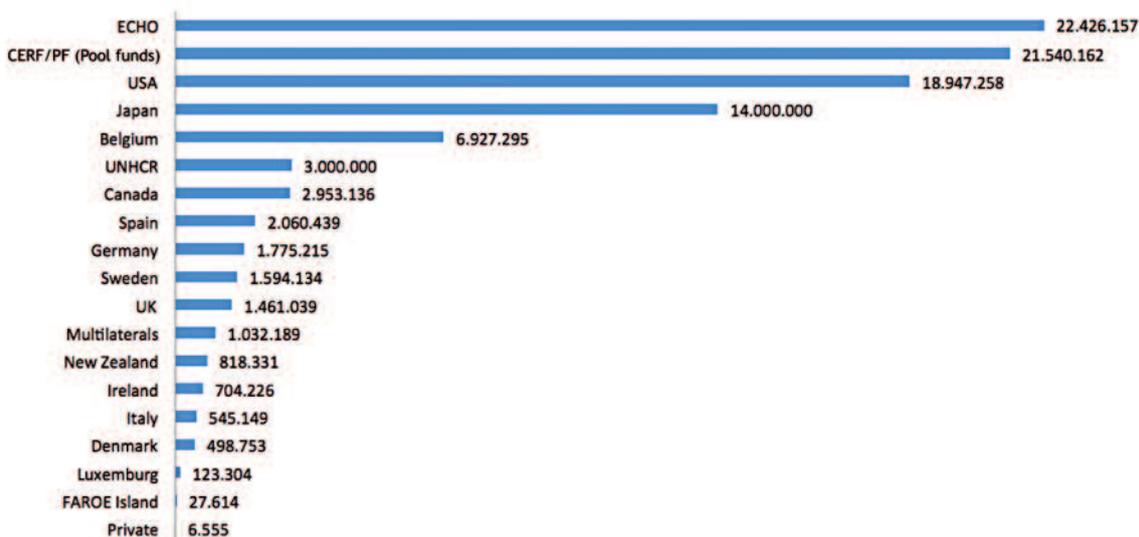
## Financial Overview - 2012

The overall estimated budget for implementation of the regular Special Operations in 2012 is US\$200.7 million. Wherever possible, WFP will pursue existing cost-recovery schemes with expected income of US\$28.3 million. The balance carried forward from the past year amounts to US\$35.1 million leaving a balance of US\$172.4 million to be funded by donors.

In order to ensure cost-efficiency, WFP will also continue to:

- Obtain an overview of UNHAS' clients travel requirements through monthly UNHAS User Group meetings to ensure most cost-effective air service solutions.
- Monitor valid local commercial air service providers, and immediately suspend UNHAS operations if a local solution is viable.
- Re-tender aircraft charter agreements wherever a potential reduction of aircraft lease rates appears possible.

## 2011 Contributions in US\$



# Special Operations

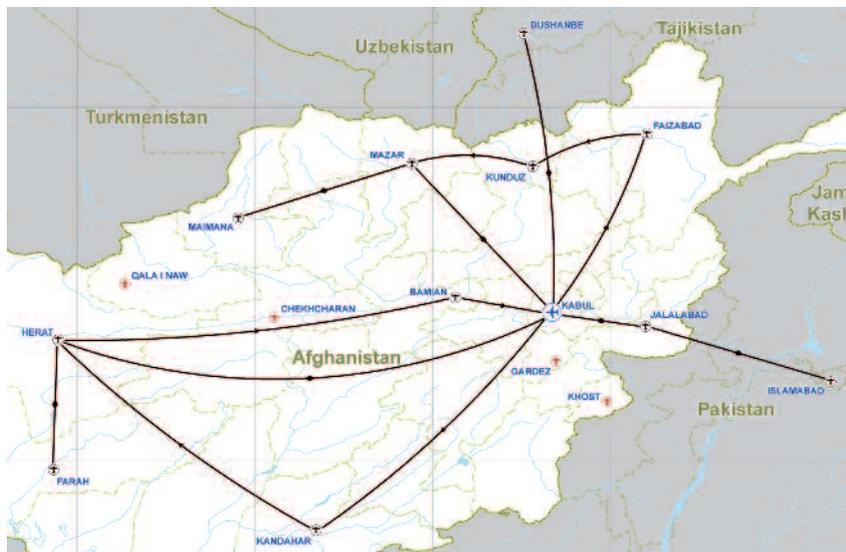
## Afghanistan: SO 200092

**Aim:** Provision of common humanitarian air services to United Nations agencies, NGOs, counterparts in Afghanistan.

**Project duration:** 1 April 2010 – 31 December 2011.

2011 Performance Overview	
Chartered aircraft	2
Hours flown	2 430
Passengers	24 904
Cargo (mt)	94.04
Medical/Security evacuations	18

After three decades of war, civil unrest and recurring natural disasters, Afghanistan faces enormous recovery needs. Despite recent progress, millions of Afghans still live in severe poverty with a crumbling infrastructure. This rugged, landlocked country remains one of the poorest in the world, with more



than half the population living below the poverty line. Continuing insecurity and the poor transportation networks within country have severely limited access for aid workers to beneficiaries. Without a safe and reliable air service, it can be impossible for humanitarian workers to access vulnerable people in need or deliver medicines and urgent supplies on time.



January, 2011:  
UNHAS Dash-8 aircraft taking off from Kabul International Airport, carrying aid workers to emergency operations where they provide support and assistance to populations affected by conflict and natural disasters.

The primary objective of the UNHAS special operation is to provide safe and reliable air transport services to the humanitarian community in Afghanistan to support critical life-saving activities implemented by the United Nations, local and international NGOs and other humanitarian agencies in Afghanistan. UNHAS has provided services to the humanitarian community, while adhering to international standards for quality and safety, despite harsh operational factors. Operational challenges include a difficult aviation environment due to security issues coupled with weak administrative and regulatory provisions, extreme weather, high aircraft lease prices, high conflict-risk insurance charges and volatility of fuel prices.

In 2011, UNHAS operated two aircraft in Afghanistan and Pakistan, down from three in 2010, mainly due to funding constraints. The operation, which contributes to WFP's Strategic Objective to save lives and protect livelihoods in emergencies, aims to:

- Provide safe scheduled air services to more than 160 United Nations agencies, NGOs and donor missions in Afghanistan.
- Carry out timely medical and security evacuations when requested/as required.
- Respond in a fast, safe and flexible manner to the needs of the humanitarian community.
- Assist the national authority, in conjunction with other international authorities, in search and rescue operations, as required.

In 2011, UNHAS Afghanistan served 12 destinations with two 37-seat Dash-8 aircraft, based in Kabul. The fleet flew a total of 2,430 hours, and transported 24,904 passengers from 130 humanitarian organizations and 94,04 mt of humanitarian cargo.

UNHAS activities were oriented to serve the needs of the humanitarian community who in turn directly contributed to improving health and nutrition, water and sanitation, social services, education, and local capacity development.

### **Financial Review**

The 2011 project budget was set at US\$21,117,110 million; total project cost was US\$16,725 million. Whereas the partial cost recovery component approach helped sustain the operation under difficult global financial conditions, donor contributions remained the backbone of project funding. Nevertheless, project implementation proved to be challenging due to inadequate funding which negatively impacted the operation in terms of forward planning and delivery of services. As the partial cost recovery component was singled out as "high" for some NGOs, additional resources would have enabled the cost recovery rate to be reduced by half. The cost per passenger in 2011 was US\$641.

### **Donors**

In 2011, UNHAS in Afghanistan was supported by the Belgium, European Commission, Japan, and the United States of America.

### **Plans for 2012**

In 2012, UNHAS Afghanistan will serve at least 12 locations with two 37-seat Dash-8 aircraft, which will be based in Kabul and Islamabad. The approved budget for the one year operation is US\$22,076,522. A cost recovery mechanism will be applied, through ticket sales, which is expected to generate 30 percent of needed revenue. The remaining 70 percent of the budget will necessitate donor contributions.



*An UNHAS staff prepares the aircraft before take-off.*

## Central African Republic: SO 10562.0

**Aim:** Provision of safe and reliable air transport to humanitarian community in Central African Republic.

**Project duration:** 25 October – 31 December 2011.

### 2011 Performance Overview

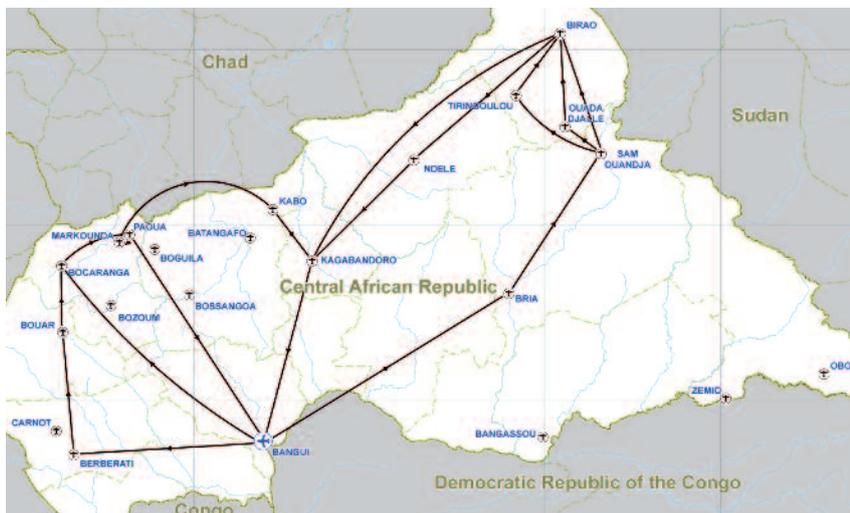
Chartered aircraft	2
Hours flown	1 470.27
Passengers	9 215
Cargo (mt)	111.03
Medical evacuations	12
Security evacuations	1

The Central African Republic (CAR) is a landlocked country of four million people. Repeated political and economic crises during the past 50 years have devastated the land. Displacement and poverty are widespread. The country lacks basic social services. The state of the infrastructure, including roads and bridges, is either non-existent or very poor, making air service indispensable to humanitarian operations in the country. An estimated 176,000 Central African people are internally displaced and some 160,000 have fled to neighbouring countries. The country also suffers from spill-over effects from Chad, Sudan and the Democratic Republic of Congo's internal conflicts and hosts some 17,000 refugees. UNHAS is an integral part of humanitarian efforts as it facilitates safe and timely movements of aid workers and humanitarian cargo across CAR.

In 2011, UNHAS continued its fundamental role in humanitarian operations as the situation in the country



*UNHAS opens the corridors so that humanitarian assistance can reach those in need in CAR.*



deteriorated due to insecurity, providing passenger and cargo services to the humanitarian community.

UNHAS CAR operated two 15-seater aircrafts LET 410, which are based in Bangui. One aircraft was used from January to July 2011. A second aircraft, shared with UNHCR, was added to the fleet in August 2011 to maintain uninterrupted air services in CAR and address increased humanitarian needs in air travel. UNHAS provided air transport services to around 45 organizations including United Nations agencies, NGOs, donors, media and international community staff, as well as delivering light cargo to 23 destinations countrywide. A total of 9,215 passengers and 111 mt of humanitarian cargo were transported in 2011. Two weekly flights were carried out to the north east of the country and two flights a week to the west. As a result of the continued insecurity in the south east (LRA – Lord's Resistance Army - activities), and resulting increased numbers of humanitarian partners and activities, UNHAS had to augment the number of flights to the area from one to four per week.

### Financial Review

The project budget in 2011 was US\$5.3 million; the actual project cost was US\$4.9 million. Revenue received in 2011 amounted to US\$2.4 million. The project operates on a partial cost-recovery basis covering 16 percent of the total cost in 2011. The cost per passenger in 2011 was US\$462.

### Donors

UNHAS in CAR was supported by Belgium, ECHO and the United States of America.

### Plans for 2012

In 2012, UNHAS in CAR plans to use two LET-410 aircraft. The budget for 2012 is estimated at US\$7.3 million. US\$5.8 million is still sought from donor contributions to sustain the operation in 2012.

## Chad: SO 200058

**Aim:** Providing humanitarian air services.

**Project duration:**

29 December 2006 – 31 December 2011.

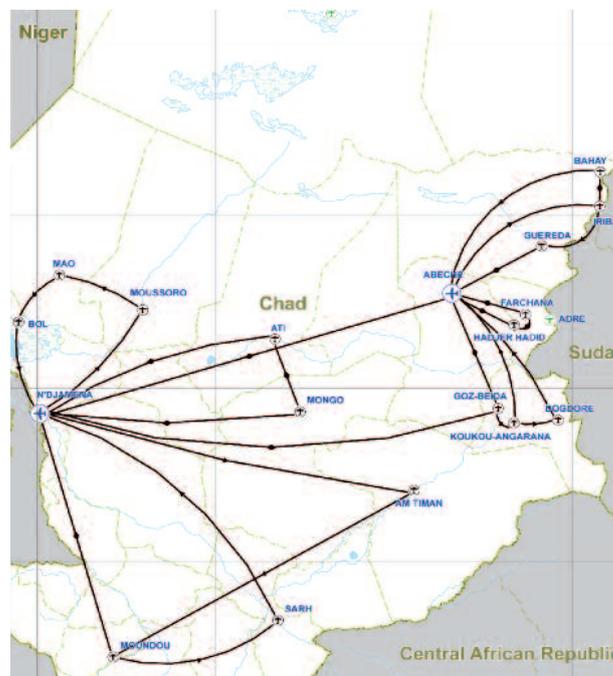
### 2011 Performance Overview

Chartered aircraft	6
Hours flown	5 321
Passengers	67 066
Cargo (mt)	180
Medical evacuations	106
Security evacuations	2

Chad is a low-income, food-deficit country, ranked 163 out of 169 countries in the 2010 UNDP Human Development Index. In the past six years, Chad has hosted over 255,000 refugees from Sudan's Darfur region and 77,000 refugees from the Central African Republic. In addition, 188,000 Chadians have been internally displaced by fighting in the east of the country. Chad has very limited capacity to cope with the presence of refugees and the internally displaced populations (IDPs) and relies heavily on the humanitarian community for support.

Providing emergency assistance to these groups without effective logistics support is not possible. Given the poor road conditions, prevailing insecurity and remote locations of beneficiary communities, travel by road is extremely risky and impracticable. WFP Humanitarian Air Service therefore remains the only safe and reliable mode of transport for the humanitarian community in Chad. This service, which has become a vital part of the humanitarian operations in Chad, provides humanitarian workers from over 105 organizations with easy and safe access to the remotest sites hosting refugees from Sudan and Central Africa as well as Chadian IDPs. In addition, the service is used for medical evacuation and lifting humanitarian cargo designated for the refugees and IDPs.

In 2011, UNHAS Chad operated a Beechcraft 1900D, a De Havilland Canada Dash-8 series 300, a Pacific Aerospace PAC-750XL, and two LET-410 UVP -E. A helicopter Mi-8T was added to the fleet from June to November to cover the rainy season— chartered by UNHCR. The fleet flew 5,321 hours and transported 67,066 passengers and 180 mt to numerous locations, including N'djamena, Abéché, Moundou, Sahr, Goz Beida, Koukou, Dogdoré, Hadjer Hadid, Farchana, Guéréda, Iriba, Bahai, Bol, Mao, Moussouro, Ati,



Mongo, Am Timan and Haraze. UNHAS expanded its services to 20 destinations (from 17 destinations) served on a regular basis. The service also provides quick humanitarian response to the Libyan migrants' crises in northern Chad (Faya Largeau).

### Financial Review

The 2011 project budget was US\$19.6 million; the actual cost amounted to US\$17.6 million. The project is primary funded by donors. The cost per passenger in 2011 was US\$266.

### Donors

The project was supported by Belgium, Canada, Central Emergency Response Fund (CERF), ECHO, Japan, Sweden, UNHCR, and the United States of America.

### Plans for 2012

In 2012, UNHAS in Chad intends to maintain its fleet of four aircraft under framework of the current route structure. As established at the user group meeting last year, even though the budget for 2012 (below) covers five aircraft, a reduced fleet of four and an adjusted schedule is to be maintained until there is a need to augment the fleet size – this strategy was adopted as a means to mitigate funding shortfalls. As a result, a small percentage of donations contributed in 2011 will help ensure the sustainability of the operation in 2012.

The budget for 2012 is US\$17.6 million. Over US\$5.1 million is still sought from the donor community to ensure continuity throughout the year.<sup>2</sup>

<sup>2</sup> The reduced fleet (with the adjusted route structure) is sufficient. Should this arrangement be suitable for the greater part of the year, a budget revision in line with the financial situation will be required.

## Côte d'Ivoire: SO 200277

**Aim:** Providing humanitarian air services.

**Project duration:** 20 April 2011 – June 2012.

### 2011 Performance Overview

Chartered aircraft	1
Hours flown	625
Passengers	4 215
Cargo (mt)	100 047
Medical evacuations	9

The disputed 2010 presidential elections in Côte d'Ivoire and the resulting violence triggered hundreds of thousands of IDPs and a significant increase of Ivorian refugees crossing into Liberia. The conflict restricted the movement of aid workers and hindered their ability to carry out assessment missions and the implementation of aid and relief projects to the affected population. Therefore, in April 2011 the Humanitarian Country Team requested WFP to establish an air passenger service operated by the WFP/UNHAS.

The objectives of UNHAS in Côte d'Ivoire is to ensure that the humanitarian and donor community have access to the affected population through the provision of a safe, efficient and cost-effective inter-agency air transport service. UNHAS also transports urgently needed light relief items and cargo such as medical supplies and high energy foods therefore providing a gateway for relief efforts in the country.

In 2011, WFP operated one passenger aircraft, a B1900D (19 seats), which after one month of service was replaced by a higher capacity Dash-8 (32 seats) to respond to the increased demand for passenger and cargo air transport. Since June 2011, UNHAS Côte d'Ivoire operated a Dornier 228 (19 seats), an aircraft with short take-off and landing capacity suitable to the area and the current operations.

Since the operation was established in April 2011 through December 31, 2011, WFP transported 4,215 humanitarian passengers and 100,047 kg of humanitarian relief cargo in the affected region. WFP also facilitated nine medical evacuations of humanitarian personnel during this period.



### Financial Review

The project budget in 2011 was set at US\$2.5 million. The actual project cost was US\$1.8 million and revenue received amounted to US\$ 2.7 million - the difference will be carried forward to 2012. The cost per passenger in 2011 was US\$390.

### Donors

The operation was supported by Belgium, Denmark, ECHO, United States of America, and the Central Emergency Response Fund (CERF).

### Plans for 2012

In 2012, UNHAS plans to continue to operate a Dornier 228 aircraft. The budget for 2012 is approved at US\$1.62 million.

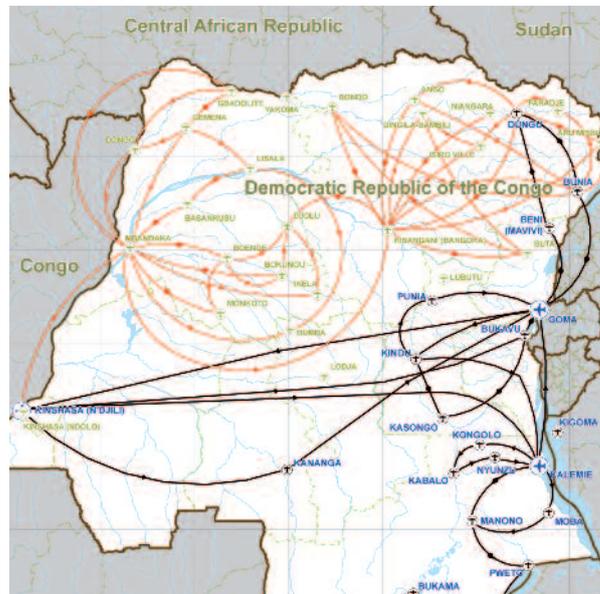
## Democratic Republic of the Congo: SO 10744.0

**Aim:** Providing humanitarian air services.

**Project duration:** 20 April 2011 – June 2012.

### 2011 Performance Overview

Chartered aircraft	4
Hours flown	3 457
Passengers	29 158
Cargo (mt)	165
Medical evacuations	11
Security evacuations	Nil



Five years after the first democratic elections following years of war and political instability, the Democratic Republic of Congo (DRC), Africa's third largest country, still faces huge humanitarian challenges. Seventy percent of the population lives below the poverty line. High food prices have exacerbated the struggle to maintain food security. Malnutrition rates remain high in Kasai occidental and oriental provinces, as well as in Katanga, Maniema and Equateur, with acute malnutrition rates between 10 and 18 percent in 53 out of 87 territories. The already precarious food security situation has been aggravated by years of armed conflict population displacement, looting of crops and livestock, people being unable to plant or harvest on time and poor road infrastructure.



*Democratic Republic of Congo, North Kivu, May 2011 Masisi center primary school Thanks to the School Meals Programme a mid-morning cooked meal is provided to schoolchildren in food- and nutrition-insecure communities.*

UNHAS in DRC provided air transport for 245 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 covering 40 locations in the deep field. It also supported 11 medical evacuations and conducted 16 special flights and dedicated service to transport electoral observers for the European Union (EU) during the country's presidential and general elections at the latter part of the year.

A variety of local and non-commercial air operators are present in DRC, but their safety standards do not meet international requirements. The few other humanitarian air service providers are unable to cover the needs of the humanitarian community because their capacity is over-stretched or their priorities are not compatible. UNHAS remains the only common service available to all humanitarian agencies in the country.

The Democratic Republic of the Congo UNHAS operated four aircraft; two LET-410, an Embraer 135 and a Beechcraft 200. The fleet flew 3,457 hours and transported 29,158 passengers and 165 mt of humanitarian cargo. The UNHAS operation partnered with *Aviation Sans Frontières-France* (ASF-F), which operated two Cessna 208 from Kisangani and Mbandaka.

### Financial Review

The budget in 2011 was set at US\$14.7 million; the actual project cost was US\$15 million. Revenue received in 2011 amounted to US\$10.6 million; revenue from cost recovery amounted to US\$1.9 million. The cost per passenger in this operation in 2011 was US\$503.

## Donors

The project was supported by Belgium, Canada, Japan, the United Kingdom, the United States of America, the DRC Humanitarian Pooled Fund and private contributions. In the previous year, other contributions had also been received from Spain and CERF.

## Plans for 2012

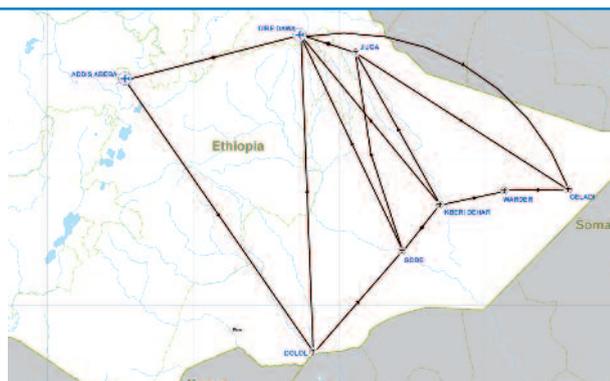
In 2012, DRC UNHAS intends to operate four aircraft: an Embraer 135, two LET-410, and one B1900. It is also expected that separate dedicated services will be run for some United Nations agencies (UNHCR) and donor organizations (the Belgian Technical Cooperation). The budget for 2012 is estimated at US\$17 million. Funding is still sought from donors to run the operations in 2012.

## Ethiopia: SO 107130

**Aim:** Inter-agency passenger air services for the Somali region of Ethiopia.

**Project duration:**

15 November 2007 – 31 December 2011.



2011 Performance Overview	
Chartered aircraft	2
Hours flown	1 846
Passengers	5 682
Cargo (mt)	32.33
Medical/Security evacuations	16

The Ethiopia UNHAS is the only air service provider for over 60 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 2011, UNHAS benefited the humanitarian community working in the Somali region by facilitating timely, safe and reliable access to remote locations in order to implement and monitor humanitarian programs and provide support to most affected populations. Beneficiaries were able to receive better assistance through effectively monitored and managed projects.

Starting from July 2011, UNHAS extended its services in Ethiopia to Dolo Ado in the remote southern Somali region, to respond to large scale refugee influx from Somalia was underway. With the provision of the much needed flights, the number of agencies using UNHAS at Dolo Ado significantly increased from 28 to 62. Starting in August 2011, Dolo Ado flights were increased from two to five times per week and flew at full passenger capacity leaving less space

for cargo. In order to cater for the growing number of passengers, UNHAS hired an aircraft with a bigger seat capacity DHC-8 and operated for three months until the operation was interrupted due to rain in the region which stopped fixed wing aircrafts operating in Dolo Ado Airstrip. During this period UNHAS Ethiopia brought an MI-8 from Entebbe and operated until the end of the rainy season.

Overall, in 2011, the Ethiopia UNHAS transported 5,682 passengers, and 32.33 mt of life-saving cargo. UNHAS operated a fleet consisting of two Cessna Caravan C-208B, in Ethiopia and maintained a second aircraft on contract to meet sudden increases in air travel requirements. The aircraft served several destinations, including Dire Dawa, Dolo, Geladi, Gode, Jijiga, KebriDehar and Warder five times a week; the service is available during weekends if required and in emergencies.

## Financial Review

The project budget in 2011 was set at US\$3.4 million; the actual project cost was US\$3.5 million. Donor contributions account for the majority of the total costs, while revenue from cost recovery contributed 11 percent of the total cost. The cost per passenger in 2011 was US\$451.

## Donors

The project was supported by Belgium, CERF, ECHO, Ireland, the United States of America and multilateral donors.

## Plans for 2012

In 2012, due to the on-going emergency in Somali region, particularly Dolo Ado, UNHAS is planning to increase its fleet in order to ensure a proper day-to-day operation and have the capacity to evacuate staff should the need arise. Therefore, UNHAS plans to operate two C208s aircrafts, and an additional Dash 8 as of March 2012, as well as a Beach 1900 (Ad-hoc for the last 6 months of 2012). The budget for 2012 is approved at US\$7.8 million; US\$4.9 million is still sought from donor contributions to sustain operations until the end of 2012.



## Iraq: SO 200117

**Aim:** Provision of humanitarian air services.

**Project duration:**

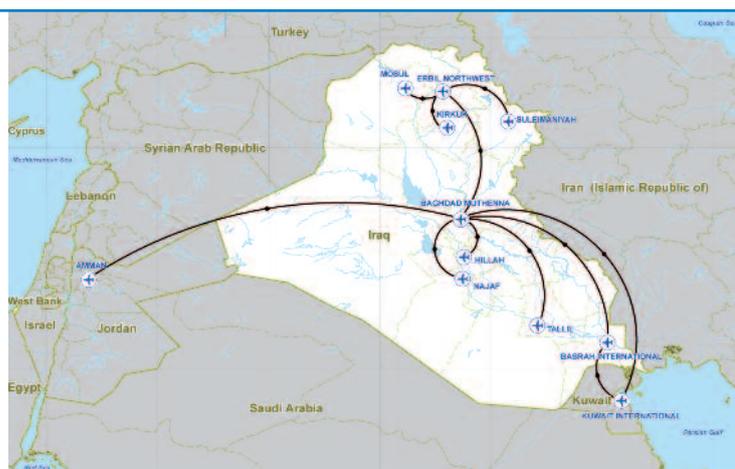
15 December 2010 – 14 December 2011

### 2011 Performance Overview

Chartered aircraft	1
Hours flown	692
Passengers	3 350
Cargo (mt)	4.4

In early 2011, the humanitarian community in Iraq requested the provision of a safe, reliable and cost-effective air transport service to the United Nations agencies, international NGOs and donor community operating in the country. A special operation (SO) was initiated accordingly.

After participating in intensive training on security, and on the innovative Electronic Flight Management Application (E-FMA), UNHAS staff assumed their roles in their respective duty stations, familiarising with their new operating environments. In the meantime, the UNHAS Iraq Board of Directors was formed and booking procedures and flight schedules were agreed to. Since May 2011, UNHAS Iraq is operating to six different destinations in Iraq (Baghdad, Basra, Erbil, Kirkuk, Mosul and Suleimaniyah) and linking Iraq to Amman/Jordan and Kuwait, transporting passengers and cargo from 33 organizations including United Nations agencies: International Organization for Migration (IOM), United Nations Assistance Mission in Iraq (UNAMI), UNHCR, UNICEF, and WFP; and NGOs including Handicap International, INTERSOS



and Première Urgence, as well as the diplomatic community in the embassies of Australia, the Netherlands, the United Kingdom and others.

In 2011, the UNHAS fleet in Iraq comprised of a Dornier 328-300 Jet, equipped with a civilian aircraft missile protection system (CAMPS), as required by the United Nations Department of Safety and Security (UNDSS). The aircraft arrived in Amman at the end of May 2011, and was operated by Flymex, a Mexican registered air carrier. A total of 3,350 passengers from 33 different agencies and organizations were transported from the beginning of the operation until 31 December 2011. Since the introduction of the integrated schedule with UNAMI Aviation in September, UNHAS Iraq increased its transported passengers to 657 on average for the month of October, 858 transported passengers for the month of November and 699 transported passengers for the month of December 2011.

### Financial Review

The project budget in 2011 was set at US\$11 million; the funding for this Special Operation was provided through donor contributions supplemented by a system of partial cost recovery. In late 2010, UNHAS received a total contribution of US\$ 5.5 million (USA



Humanitarian staff boarding UNHAS flight in Iraq.

State Permanent Representative to the Mission US\$1.5 million, USA OFDA US\$1.5 million, Japan US\$1 million, UN/CERF US\$1.5 million), which allowed UNHAS to run its operation in Iraq in 2011.

### Donors

In 2011, UNHAS Iraq was supported by Japan, UN/CERF, UNAMI and the United States of America.

### Plans for 2012

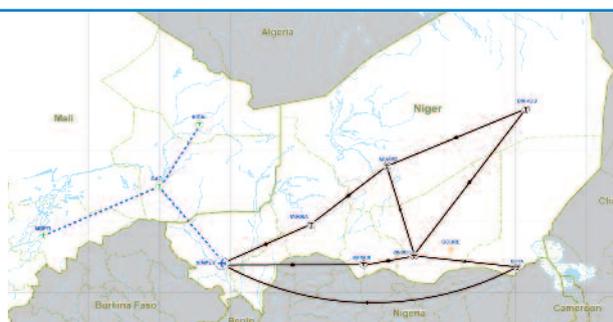
While the security situation remains volatile, especially with the withdrawal of US forces from Iraq, the need for a safe, reliable and cost-effective air transport service to allow the humanitarian community in Iraq to safely access their beneficiaries and implement projects to ensure post conflict recovery and reconstruction, remains crucial. Accordingly, it is very likely that UNHAS will still be needed during the year 2012. The needed budget for the 2012 operation is US\$12 million.

## Niger: SO 107340

**Aim:** Provision of safe, efficient and sufficient air transport services to the humanitarian community in Niger and within the sub-region.

**Project duration:**

6 June 2008 – 31 December 2011.



2011 Performance Overview	
Chartered aircraft	2
Hours flown	1 692
Passengers	17 421
Cargo (mt)	88
Medical evacuations	6

Niger consistently has one of the lowest ranks of the United Nations Human Development Index (HDI). It was ranked 186 of 187 countries in 2011. Much of the non-desert parts of the country are threatened by periodic drought and desertification. The economy is concentrated around subsistence and some export agriculture clustered in the more fertile south, and the export of raw materials, especially uranium ore. Niger remains handicapped by its landlocked position, desert terrain, poor education and poverty of its people, lack of infrastructure, poor health care, and environmental degradation.

In 2011, humanitarian agencies maintained a high level of assistance throughout the country. Most international organizations and NGOs reshaped their

programmes to better respond to the post crisis context. However, the deterioration of the security situation in the northern part of the country complicated the task of the humanitarian community, thus increasing the demands for safe and reliable air services.

From three aircraft operated in 2010, UNHAS scaled down the fleet to one aircraft as of early January 2011. The challenge was to continue to better master the cost and at the same time to be able to respond to a sustained demand of air transport. From Niamey, the UNHAS hub, main destinations were Agadez, Diffa, Maradi, Tahoua and Zinder.

The second quarter of 2011 featured the impact of the Libya crisis and the influx of returnees. UNHAS Niger had to extend its flights to the oasis of Dirkou, in the middle of the Tenere desert, at 400 km from the Libyan border. The operation's protection and security measures were fully revised from October through December 2011 following the increase in security threats (weapons trafficking from Libya). In 2011, UNHAS Niger operated one Dash 8/100 (37 seater) with another Dash8/100 based at Entebbe being used as a backup. During the last quarter of the

year, a Cessna Caravan reinforced the operation. Overall, 17, 421 passengers and 88 mt of humanitarian cargo were transported in 2011. Regular users included over 70 NGOs, 12 United Nations agencies and donors' representatives for humanitarian missions to over seven destinations (Agadez, Diffa, Dirkou, Maradi, Niamey, Tahoua and Zinder).

### Financial Review

The project budget in 2011 was set at US\$5.6 million; the actual project cost was US\$7.1 million. The cost-recovery scheme contributed 11 percent of the overall cost. The cost per passenger in 2011 was US\$385.

### Donors

The operation was supported by Belgium, EC, ECHO, Germany, Ireland, Japan, Luxemburg, Spain, the United States of America and multilaterals.

### Plans for 2012

In 2012, with a new complex emergency arising in the Sahel region caused by a combination of factors including severe drought, war in Mali resulting in the influx of refugees in Niger, and on-going terrorist threats, UNHAS Niger will be the logistics backbone for humanitarian response in the region. Hence, the operation is planning to expand its fleet from one to two aircrafts (one Dash 8 and one

B1900D) based in Niamey to ensure the continuity of the Humanitarian Air Service. The operation will also expand its service to the north-eastern part of Mali, with one additional aircraft based in Bamako during the acute phase of the crisis which is foreseen from April to September 2012. The UNHAS operations in Mali will be under the technical supervision of the Niger operation. In this crisis context, the budget for 2012 is approved at US\$8.9 million. In order to sustain this operation, US\$6.2 million is still sought by WFP Aviation in 2012.



*Niger, Tahoua region, November 2011: According to the Government of Niger, some 750,000 people across the country are severely insecure, a number expected to reach one million by early 2012 as the country moves towards its traditional lean season in March and April. In response to the looming food crisis, UNHAS will be providing crucial air services to the humanitarian community to provide life-saving food assistance to affected populations.*

## Somalia: SO 10681.0

**Aim:** Humanitarian air service in support of relief operations in Somalia.

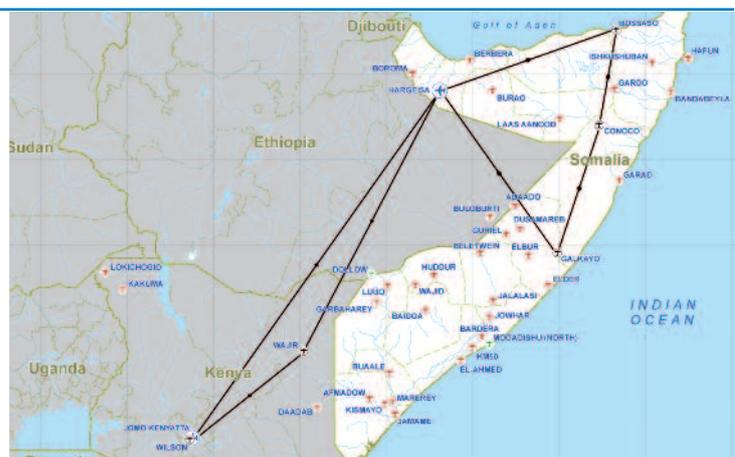
**Project duration:**

1 August 2007 – 31 December 2011.

### 2011 Performance Overview

Chartered aircraft	8
Hours flown	4 346
Passengers	35 705
Cargo (mt)	207
Medical/Security evacuations	7

Gripped by drought and racked by conflict for 20 years, Somalia is perhaps the most challenging environment in the world for humanitarian operations. Violence and insecurity continued to affect Somalia in 2011.



The core objective of this special operation is to facilitate the delivery of life-saving humanitarian assistance and movement of humanitarian workers in Somalia, through the provision of critical and safe passenger air services at a subsidized cost, while ensuring adequate levels of safety and security, supporting WFP Strategic Objective 1. Specific services provided by UNHAS include air transport of humanitarian staff within Somalia, medical and security evacuation permanently available for relocations of staff, airlift of essential relief cargos

i.e. medical supplies, to locations inaccessible by road. In summary, UNHAS responds in a fast, efficient and flexible manner to the needs of the humanitarian community in Somalia.

In 2011, UNHAS operated eight aircraft with an average of five aircraft per month. The fleet included two Bombardier Dash-8, two Cessna Caravan, a Dornier J328, one Beechcraft 1900-C, one LET-410, and one Embraer 135. UNHAS provided an air bridge service to humanitarian staff by transporting 35,705 passengers and 207 mt of cargo - mainly medical supplies and telecommunications equipment, covering 4,346 flight hours and 2,900 sorties. Given the fluid security environment inside Somalia, air-bridge service made it critical for humanitarian personnel from the United Nations and NGOs to implement and closely monitor life-saving projects in isolated or inaccessible areas. Efficient security and medical evacuations from dangerous locations prevented and mitigated casualties among humanitarian staff. The lack of safe, secure and efficient commercial alternatives into and across Somalia makes WFP/UNHAS the only option to reach those locations safely. As a result of an aircraft sharing arrangement between WFP/UNHAS and UNHCR, both agencies benefited from improved operational flexibility and reduced costs.

**Financial Review**

The project budget in 2011 was set at US\$18.3 million; the actual project cost was US\$17 million. Donor

funding accounted for 40 percent of the total budget, while revenue from ticket sales covered 60 percent of the total costs. Increased numbers of passengers in the third quarter due to a drought and famine emergency increased the income from ticket sales; however, there was a corresponding increase in costs due to increased fleet. The cost per passenger in 2011 was US\$441.

**Donors**

The operation was supported by Belgium, Canada, (CERF), Faroe Islands, Italy, Japan, New Zealand, the United States of America, and multilateral contributions. The United Nations Humanitarian Response Fund (HRF), the Common Humanitarian Fund (CHF), and the United Nations Development Fund (UNDP) also contributed to the operation.

**Plans for 2012**

The unstable political situation in Somalia, coupled with drought, has resulted in a high level of insecurity and emergency that makes the availability of humanitarian air services crucial to support humanitarian relief programmes in the country and facilitate the delivery of humanitarian assistance to the affected population in 2012. Therefore, UNHAS Somalia plans to operate six aircraft: one Dash8; one Dornier; one ERJ135; two C208; one BE1900; one LET-410. The project budget is estimated at US\$24.7 million. To ensure the sustainability of this operation, continued donor contributions are imperative.

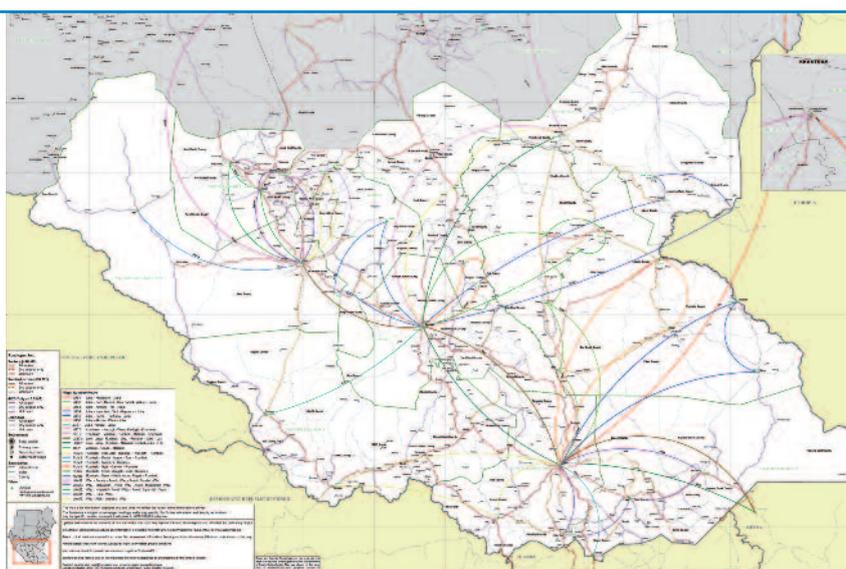
**South Sudan: SO 200341**

**Aim:** Provision of humanitarian air services.

**Project duration:**

1 January 2009 – 31 December 2011.

2011 Performance Overview	
Chartered aircraft	13
Hours flown	1 649
Passengers	11 698
Cargo (mt)	456



In light of the separation of North and South Sudan, formalized on 9 July 2011, the UNHAS Steering Committee, comprised of main user organizations (including 180 humanitarian agencies) and donors,

requested to split the existing UNHAS mission which had served the former unified Sudan, and to establish a separate mission for the Republic of South Sudan (ROSS). UNHAS services remain essential with the

current situation in South Sudan. The significant number of humanitarian aid actors combined with a precarious security situation allowing only limited access by road, necessitate a continued and augmented humanitarian air capacity. Furthermore, lack of access during the annual rainy season makes air services the only viable transport option.

A new UNHAS Special Operation was created and managed by WFP South Sudan Country Office, proving safe, reliable, efficient and cost-effective air transport to the humanitarian community in South Sudan so that they may continue to assist refugees, host populations and IDPs. UNHAS also transports light relief items and cargo such as medical supplies, high-energy foods and information and communications technology equipment and provides timely evacuations for medical and security reasons for the humanitarian community in the Republic of South Sudan.

In South Sudan, UNHAS operated a fleet of 13 aircraft (11 fixed-wing aircraft and two MI-8 helicopters), which was based in Juba, Malakal, Rumbek and Wau

servicing a total of 58 locations. During the year, UNHAS responded to 100 percent of requested medical/security evacuations for humanitarian agencies in South Sudan.

### Financial Review

The project budget in 2011 was set at US\$14.9 million; the actual project cost was US\$9.3 million. Revenue received in 2011 from dedicated charters and nominal booking fees amounted to US\$2.9 million with the remaining balance of US\$8.3 million coming from donors. The cost per passenger in 2011 was US\$463.

### Donors

Donors included Germany, ECHO, and the United States of America.

### Plans for 2012

In 2012, the South Sudan UNHAS plans to operate 10 aircraft. The budget for 2012 is approved at US\$43.7 million. WFP Aviation will continue to reach out to donors to assist with this operation.

## Sudan: SO 200073

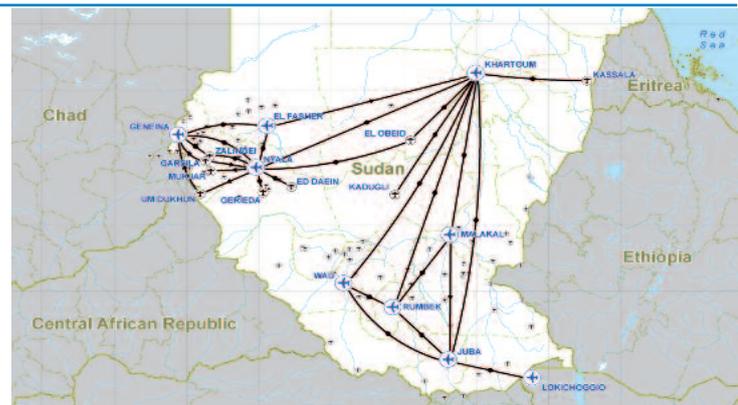
**Aim:** Provision of humanitarian air services.

**Project duration:**

1 January 2009 – 31 December 2011.

2011 Performance Overview	
Chartered aircraft	19
Hours flown	15 004
Passengers	130 656
Cargo (mt)	540
Medical evacuations	53
Security evacuations	16

The deteriorating security situation in South Darfur caused continuous displacements of civilians and impeded humanitarian activities and movements. Insecurity, kidnapping of aid workers, 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.

Following the formal separation of North and South Sudan on 9 July 2011, UNHAS Steering Committee requested the split of the UNHAS operation, which has been serving a unified Sudan, and to establish a separate mission for the Republic of South Sudan (ROSS). The split entailed major changes in the fleet composition.

In 2011, WFP/UNHAS operated a fleet of 19 aircraft (15 fixed wings and 4 helicopters). The aircraft were based in Juba, Khartoum, Rumbek, Wau and the three Darfur state capitals, serving 185 locations in North and South Sudan.

WFP/UNHAS served a total of 277 agencies. WFP/UNHAS undertook a total of 16 security relocations and 53 medical evacuations during the year. During the year, UNHAS has transported approximately 130,656 passengers, of whom a monthly average of 3,000 were transported to Darfur. In addition, UNHAS fleet moved 540 mt of cargo during the year. Of the overall users, 60 percent were international NGO staff with United Nations staff totalling 36 percent of the passengers.

The UNHAS pouch service, initiated in 2010, continued in 2011. This free service offers its users with the options of sending valuable documents and small packages to remote locations. Donors and the diplomatic community represent a large portion of all users.

### **Financial Review**

The project budget in 2011 was set at US\$50 million; the actual project cost was US\$46 million after adjustments to the fleet and the network. Revenue received in 2011 amounted to US\$38 million. The project operates on a partial cost recovery basis, from which it generated US\$8.7 million in 2011 through ticket sales. The cost per passenger dropped from US\$446 in 2010 to US\$381 in 2011.

### **Donors**

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

### **Plans for 2012**

In 2012, the Sudan UNHAS plans to operate eight aircraft. The budget for 2012 is approved at US\$34.5 million.

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## **Yemen: SO 200130**

**Aim:** 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; providing air transport to facilitate the implementation and monitoring of humanitarian activities in the Governorate of Sa'ada.

In line with Strategic Objective 5, the aim of this special operation (SO) was to enhance the predictability, timeliness and efficiency of the logistics response under the cluster approach. Moreover, the SO aimed to facilitate the access of humanitarian personnel and light cargo to the affected populations and thereby ensure operational continuity.

The whole country was in Security Phase III during 2011 and most UN international staff were temporarily relocated out of country in June and

September due to the unpredictable security situation. In total 42 international staff from 15 agencies were relocated out of country, and eight international and national staff from two agencies were relocated within the country. WFP/UNHAS had four regular flights per month between Sanaa and Sa'ada through an ad hoc agreement with a private air service company (Yemen Joint Venture). However, as of April 2011, the Government of Yemen has not provided security clearances for UNHAS flights to Sa'ada. Scarcity of fuel was a challenge for the humanitarian community.

In 2011, UNHAS operated a Twin-Otter aircraft and transported an average of 258 passengers a month from fifteen different humanitarian organizations.

### **Plans for 2012**

In 2012, UNHAS plans to continue to operate a Twin-Otter aircraft to assist the humanitarian community in reaching those most in need in Yemen. The operation is pending further discussions with the Government of Yemen and security clearance.

# Emergency Response

WFP Aviation is on the forefront of emergency response operations – creating a gateway into crisis areas so that humanitarian assistance can reach those in need. Over the years, WFP Aviation has played a crucial role in saving millions of lives from natural disasters, conflicts, and other crisis situations – working hand in hand with humanitarian organizations. In 2011 WFP Aviation responded to a range of natural disasters and conflicts around the world, including the uprisings in Libya, famine in the Horn of Africa, and earthquake in Turkey.

## Major Emergency Operations

### Horn of Africa

Immediately after the Horn of Africa was declared a corporate emergency, WFP Aviation was already on the ground and ready to assist. As a response to the emergency, existing WFP air operations in the region were immediately scaled up considerably to allow the humanitarian community to reach those most in need swiftly. In total, WFP Aviation performed over 100 flights, including airfreight, transporting 2,453 mt of essential food and non-food items from various locations into the Horn of Africa. This included flights donated by UPS, TNT and Korean Air,<sup>3</sup> which were coordinated by WFP Aviation. Given security restrictions in and around Somalia, which posed a major challenge to surface/land transportation, WFP Aviation proved to be critical in the emergency response - ensuring rapid delivery of life-saving commodities including Plumpy Supplementary, Wheat Soya Blend, High Energy Biscuits, and others. An additional air asset, Dash-8-102, was also positioned in Addis Ababa to cater for the high demand for passengers and cargo to Dolo Ado, in support of the refugees. WFP Aviation faced several challenges during this emergency, including fuel shortages in Mogadishu due to the heavy

traffic in response to the humanitarian situation and multiple security threats. Flights were re-routed to accommodate the situation and continue the operation as required.

### Libya

In April 2011, as the humanitarian community increased its presence in Libya, Egypt, Tunisia and surrounding countries to provide much-needed aid to population affected by the internal crisis in Libya, WFP activated UNHAS to facilitate the movement of relief workers into and around Libya. WFP chartered a 30-seater Embraer 120ER to serve Cairo, Benghazi, Tripoli and Djerba, Tunisia from its operational base in Malta. In total, in eight months, about 380 passengers from 55 UN agencies, NGO and donor organizations benefited from the services. WFP/UNHAS flew additional 20 hours on the average per month following the introduction of a no-fly zone and NATO-controlled approach corridors.

<sup>3</sup> UPS, TNT and Korean Air are WFP's strategic logistics private sector partners.



23 July 2011: Women carry food back to their homes after having been at a food distribution centre in Dadaab, north-eastern Kenya.

# Emergency Preparedness

## Stand-by Fleet – Entebbe, Uganda

In recent large emergencies, WFP Aviation helicopter assets were vital in ensuring the delivery of life saving relief items to affected populations who could not otherwise be reached using surface transport means, such as the Myanmar floods of 2008, the Philippines cyclone of 2009, the Haiti hurricane in 2008 and earthquake in 2010 and the Pakistan floods of 2010.

However, helicopter assets are not always available in the country or region where they are required. Shifting helicopters around the globe is a costly exercise and, in times of emergency when every minute counts in the battle between life and death, valuable days are lost dismantling, freighting, reassembling and testing before such assets can be put into use. Market competition also increases during large emergencies, driving up prices drastically.

Africa continues to be the theatre of multiple natural and man-made disasters, such as civil conflicts, floods and droughts and pandemics which, coupled with the level of development in most African countries, make them vulnerable to disasters. Given the above, and that the only approved air operators in Africa are based in South Africa, WFP Aviation has established a fleet of two pre-contracted helicopters on standby in Entebbe, Uganda for use by the humanitarian community and available for immediate deployment within the continent and further afield if required. While the prepositioning may be costly, the availability and contracted rate for the helicopters are guaranteed – ensuring cost-efficiency in the long run.

Entebbe is a geographically central location, from where MI-8 helicopters can be deployed by their own means as far afield as Pakistan and Madagascar and all of continental Africa. Furthermore Civil Aviation Authorities in Uganda still accept the operations of Ilyushin 76 aircraft without restriction, which is the only aircraft suitable for the long-distance airlift of two MI-8 helicopters. Entebbe is also centrally located for other regional aviation offices such as WFP Aviation, United Nations Department of Field Support (UNDFS) and ECHO Flights.

The helicopters fly under their own power for deployments within a 3,500 km radius of Entebbe. Beyond this distance, the helicopters are positioned in the area of operation through the chartering of a secondary cargo aircraft. The helicopter fleet is on standby for rapid mobilization to emergency

operations regionally and, if required, globally. The MI-8 T offers a payload of 2.5 mt with up to 19 seats. Its range of 5 hours or 500 km is suitable to meet the requirements for assessments, staff movement and cargo deliveries during the initial phase of an emergency.

The stand-by fleet is largely sponsored by ECHO. In addition to ECHO's funding support, and in order to maximize the operational and cost effectiveness of the helicopter fleet, the assets are offered for use by the Humanitarian Community outside of periods of emergency response. Under these circumstances the use of the helicopters is on a full cost-recovery basis with the users being invoiced for the costs incurred and the funds being returned to the special operation. Any such request for use of the fleet will be carefully assessed and subject to approval to ensure that readiness and capacity for timely emergency response is not negatively impacted.

## Positioning staff in strategic geographical areas to enhance emergency preparedness capacity

In addition to the stand-by fleet in Entebbe, WFP Aviation has increased its presence in Asia and Central and South America. Two Aviation positions were established in 2011, one in Bangkok and the other in Panama, with the aim of increasing the number of locally available air operators in the region who have been pre-screened and "rostered" for immediate deployment with WFP/UNHAS. Air operators who work with WFP/UNHAS need to not only meet the required safety standards, they also need to be familiar with the WFP's aviation contracting procedures, deployment and operational requirements that are particular to a humanitarian operation, and have all the necessary permits and clearances in place for a rapid deployment to the theatre of operations. A range of pre-screening, awareness-raising and "readiness" activities with the air operators, currently conducted by the newly established positions, will increase the capacity of WFP/UNHAS to contract and deploy helicopter assets locally and within the short time frame required in emergency situations.

In addition to working with local air operators, response times could be further reduced by carrying out preparedness and awareness-raising activities with local civil aviation authorities and national disaster management entities in disaster prone countries.

# Dedicated Air Services for Other Agencies



*Emergency response operation, DRC.*

In 2011, WFP Aviation also provided dedicated flights to over 20 locations for third party organizations, including various NGOs, governments, UNDFS, and international organizations.

## **The Congo**

WFP Aviation provides air services for UNHCR and its partner agencies in the Republic of the Congo and the region. Under the agreement, WFP and the Office of the United Nations High Commissioner for Human Rights (UNHCR) operate a chartered LET-410 and a B200 aircraft to destinations in the Republic of the Congo, DRC and CAR – Enyelle, Impfondo, Loukoulela, Bangui and Birao. In 2011, 5,698 passengers and 1,095 mt of cargo were transported in 1,249 hours.

## **United Republic of Tanzania**

WFP manages a Cessna Caravan C-208B 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 2011, 2,586 passengers and 556 mt of humanitarian cargo were transported in 721 flying hours.

## **UNHAS for UNHCR in Chad**

The Chad UNHAS manages a Beechcraft 1900D on behalf of UNHCR under a technical service agreement. In 2011, the aircraft transported 1,653 passengers and 257 mt of cargo in 376 hours. Since mid-2011, the aircraft has been integrated into the UNHAS fleet thus offering far greater flexibility and cost-efficiency.

## **UNHAS for DRC**

On behalf of United Nations Office for Project Services (UNOPS), WFP Aviation chartered a LET-410 aircraft to provide dedicated air service to support the European Union Electoral Observer mission (EU-EOM) during the election period in DRC. The aircraft flew a total of 70 hours in one month.

## **Somalia**

Given the security situation in the Somalia, WFP Aviation provided air services to UNDSS to ensure secure relief missions in light of the Horn of Africa crisis. A LET-410 with a maximum capacity to transport 19 passengers was chartered for this purpose for a period of four months.

# 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 total, WFP Aviation provided 154 strategic airlifts to over 20 locations for third party organizations, including NGOs such as Care, Concern Worldwide and World Vision, as well as key government entities such as Irish Aid, the Italian Ministry of Foreign Affairs, the Government of Japan, and international organizations such as ECHO, OCHA, UNDFS, UNICEF, and WFP. Below are examples of key strategic airlifts conducted in 2011.

## Repatriation of people from Libya

In March 2011, in light of growing security threats and political instability in Libya caused by protests, UNHCR and International Organization for Migration (IOM) requested WFP Aviation's assistance to repatriate 10,000 people to their various home countries. A total of 50 flights were conducted from Libya and neighbouring Egypt to various destinations

– including Bangladesh, Ghana, Mali, Sudan, and Tunisia, and others – ensuring that migrant works reached home safely.

## Bringing Emergency Relief Goods to Turkey

In response to the earthquake in Turkey, WFP Aviation conducted five strategic airlifts for a range of humanitarian response agencies, including the Italian Ministry of Foreign Affairs, Irish Aid, OCHA and Japanese International Cooperation Agency (JICA) – transporting humanitarian supplies and other life-saving relief items.

## Bringing Emergency Relief Goods to Philippines

In late December 2011, after Typhoon Wasi hit the Philippines and left thousands of people stranded with no food and shelter, WFP Aviation conducted three flights transporting much needed food and non-food items on behalf of Irish Aid, the Italian Ministry of Foreign Affairs and WFP Country Office in the Philippines.



# WFP Aviation Partnerships

WFP Aviation has established a series of strategic partnerships with key, like-minded organizations to foster sustainable humanitarian aviation operations.

## **WFP Aviation and *Aviation Sans Frontières-France***

WFP Aviation continued to operate in DRC 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/Bunia 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 DRC are also authorized to carry humanitarian personnel but do not have the capacity to meet current requirements. 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 C 208B. In 2011, a total of 3,988 passengers and 78 mt of light cargo were transported in 1,705 flying hours.

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

## **International Committee of the Red Cross**

Wherever the International Committee of the Red Cross (ICRC) and WFP/UNHAS are simultaneously present, local agreements are made for an effective mutual assistance within strict limits of their respective mandates. Sharing of capacity, fuel supply agreements and coordination have continued to be

the rule in 2011 in line with the Memorandum of Understanding (MOU) between WFP/ICRC.

## **ECHO / ECHO Flight**

The year 2011 has seen a greater cooperation and coordination between UNHAS and ECHO / ECHO Flight through multiple actions:

- establishment of the Emergency Response Capacity in Entebbe in close liaison with the Regional Office of ECHO Flight in DRC;
- quality Reviews of multiple UNHAS operations (CAR, Sudan, South Sudan, Niger) by experts of ECHO Flight;
- participation of an ECHO Flight expert to the Flight Dispatcher Course organized by WFP in Dakar; and
- reciprocal invitations to aviation workshops, events or training sessions throughout the year.

## **ECOWAS**

WFP and The Economic Community of West African States (ECOWAS) are in the final stage of approval for the signature of an MOU aimed at developing their mutual cooperation in the aviation sector notably in terms of emergency response in the West Africa sub-region.



# WFP Aviation Safety Management

Every day WFP Aviation has more than 60 aircraft in operation for its humanitarian activities, transporting 900 passengers and 530,000 kg of cargo. WFP Aviation Safety Unit (ASU) has its headquarters in Rome, with regional offices in Kenya, South Africa and United Arab Emirates. It is the unit responsible for assuring adequate levels of safety in WFP humanitarian air operations.

During 2011, ASU continued with its main activities and explored ways to further reduce the risk of challenging humanitarian aviation operations by concentrating on safety assessment of contracted and new air operators, thereby performing continued investigation of any known safety events involving WFP contracted aircraft; working closely with its stakeholders; and promoting safety by organizing aviation safety training sessions and seminars greatly benefiting aviation authorities and air operators in the developing countries.

Through a series of evaluations, regulator interactions, and oversight of its own operations, ASU continues to monitor and improve standards for WFP humanitarian air operations in accordance with the United Nations Common Aviation Safety Standards. During 2011, aviation safety officers performed 100 evaluations on air operators working in 23 countries, both in the field and in their main base, and continued to provide safety support to air operators in developing countries.

ASU is actively collecting and analyzing information on safety-related events through the use of safety reports using the European Coordination Centre for Accident and Incident Reporting System (ECCAIRS). All reports of accidents, incidents, and events are handled with a no-fault approach; ASU works closely with operators to ratify any safety issues/concerns.

In 2011, with 45,161 flying hours and transporting over 354,454 passengers, WFP Aviation reported no accidents, but eight incidents compared to seven in the previous year. Four of these incidents and other significant events were related to an on-going safety concern involving airspace management within the humanitarian operating environment, especially in Afghanistan, DRC, Somalia and Sudan. The Aviation Safety Unit has engaged the relevant authorities in trying

to solve this concern while implementing safeguards to reduce the risk and create awareness. Security in WFP's operating environment is another on-going challenge for remote air operations together with the challenging airstrip conditions.

There have been no fatal passenger accidents involving WFP-contracted aircraft since WFP accepted the responsibility to manage the air operations for the humanitarian community. Nevertheless, WFP takes the need to continuously improve the safety standards and promote aviation safety very seriously at all levels in the organization.

During 2011, ASU expanded its cooperation with the Flight Safety Foundation, who became an active contributor to WFP aviation safety activities around the world. Close collaboration between ASU and ICAO<sup>4</sup> entered a new phase where ASU also facilitates ICAO initiatives for the developing world. A new partnership with Joint Aviation Authorities (JAA) training organization ensures that ASU safety officers are provided with continuous and the most recent aviation safety training.

WFP Aviation Safety Unit successfully held its 3rd Global Humanitarian Aviation Safety Conference in Mexico, attended by 150 participants from 30 organizations, including eight civil aviation authorities. The Unit participated in the Paris and Dubai air shows, attracting more than 1,500 visitors. Furthermore, ASU also organized several safety forums for Kenyan and South African operators, WFP Aviation and the national aviation authorities. The external safety promotion activities were generously funded by states and organizations supporting the safety and capacity needs of humanitarian aviation.

The ASU activities around the world continued to position WFP as a leader in humanitarian aviation, thus attracting much-needed support from international regulators, aviation organizations, and air operators.

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<sup>4</sup> *The International Civil Aviation Organization (ICAO) is a specialized agency of the United Nations. It codifies the principles and techniques of international air navigation and fosters the planning and development of international air transport to ensure safe and orderly growth. Its headquarters are located in Montreal.*

# WFP Aviation Quality Assurance

In 2011, WFP Aviation continued the review of its field operations using the Quality Management System, which is based on ICAO standards and industry best practice. The aim is continuous improvement in the quality of WFP's air services.

Quality Assurance visits to aviation field operations have been shown to make fundamental contributions to the improvement of systems and procedures. During the past three years, 25 aviation field operations have been reviewed; in 2011, there were nine reviews of Aviation Field Operations.

Of 83 recommendations made in 2011 to Chief Air Transport Officers and Headquarters, 82 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. Furthermore, permanent support is provided to the Aviation Field Operations through the aviation library and other resources.

In 2011, the system will continue focusing on operational performance measurement while prioritizing the review and update of the WFP aviation manuals.

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## Capacity Building - WFP Aviation Training

Building capacity among WFP staff, NGOs and key authorities is a major element of WFP Aviation's footprint at the local level. Knowledge transfer of core aviation-related disciplines to stakeholders who are directly involved in UNHAS operations, fosters safe and reliable air services for the humanitarian community.

In 2011, WFP Aviation conducted a total of 22 training sessions in various locations in DRC, Ethiopia, Haiti, Iraq, Jordan, Kenya, Niger, Senegal, Somalia, Sudan and Yemen. 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. Almost 400 air operations staff attended the trainings - out of which 32 percent were UNHAS staff, 24 percent from NGOs, 11 percent from the United Nations, 11 percent from WFP (non-UNHAS), and 24 percent from civil aviation authorities.

In addition to enhancing the understanding of core aviation related subject matters, and hence improving the overall quality of UNHAS operations, these trainings also play a substantial role in empowering participants with new skills that can foster career opportunities. Since WFP Aviation only operates in countries/areas where there are no suitable commercial airlines present (once a local airline can cater for the needs of the humanitarian community, the operations are terminated), participants possess the necessary qualifications to continue working in the aviation sector in their respective countries.

### **External: Flight Dispatcher Course 3**

In November 2011, WFP aviation organized the third five-week flight dispatcher course for 16 international and national staff and consultants from UNHAS and partner agencies. Training took place at the Ecole Régionale de la Navigation Aérienne et du Management - ERNAM in Dakar, certified by ICAO and this year fully funded by the Government of Belgium after both previous events were supported by ECHO.



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WFP Aviation has provided humanitarian air services for more than 20 years to some of the hardest-to-reach emergency operations globally.

WFP Aviation provides:

- Air support to WFP logistics operations: airlifts and airdrops for food delivery for emergencies
- Strategic airlift operations: ad hoc cargo flights requested by UN agencies, NGOs and donors
- Security and medical evacuations: upon request from United Nations Department of Safety and Security (international flights)
- Third Party Services: air chartering service for other agencies
- United Nations Humanitarian Air Service (UNHAS): common air services to the entire humanitarian community upon request of the UN Country Team and Humanitarian Coordinator



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