

WFP Logistics in 2014

Excellence in Service Provision



World Food Programme

wfp.org

WFP Logistics in 2014

WFP

Distributed **3.2 million** metric tons of food.

Coordinated an average of **5,000** trucks, **20** ships and **70** aircraft on any given day.

Managed a network of **650** warehouses around the globe.

Managed over **700** WFP-owned trucks and **35** fleet workshops.

Provided **63** humanitarian partners with bilateral logistics services.

UNHAS

20 countries of operation

240,885 passengers

258 destinations

3,931 metric tons of light cargo transported

2,637 people evacuated

UNHRD

65 humanitarian partners

713 shipments worldwide

104 countries served

US\$ 50 million value of relief items dispatched

Logistics Cluster

13 operations

160 humanitarian organizations supported

Facilitated the delivery of **27,628** metric tons of relief supplies to **148** locations.

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Personal protective equipment at one of four, 100-bed Ebola Treatment Units constructed by WFP in Liberia in 2014

Foreword

In 2014, experience, agility and speed once again proved to be essential strengths of WFP Logistics. Faced with an unprecedented number of large-scale, simultaneous emergencies, WFP relied on its supply chain expertise and forward planning capacity to ensure efficient and effective deliveries of food and non-food assistance.

Each response was unique: from the protracted and unpredictable crises of Syria and South Sudan to the complexities and obstacles of the Ebola Virus Disease Outbreak.

The mounting challenges in 2014 are no exception. Over the past 10 years, inter-agency appeals for humanitarian relief funding have increased by 500%. Food accounts for the vast majority of relief cargo requirements. The 3.2 million tons delivered by WFP account for nearly 90 percent of the total.

Stronger preparedness measures and streamlined logistics services are critical to WFP's ability to deliver food, as well as relief items on behalf of the greater humanitarian community, when and where requested. In this context, WFP Logistics has identified three key areas for priority attention:

- Supply chain management
- Common logistics services
- Capacity development of national governments

In 2014, logistics continued its support to streamlined and collaborative supply chain management in WFP, winning the European Supply Chain Excellence Award in the process.

The increasing number of requests for logistics service provision demonstrated the need to continue developing such capacities within WFP Logistics. One example of this growth is seen in WFP's portfolio of Special Operations (SOs), which cover logistics augmentation, development of national logistics capacities and common logistics services. Fortunately, donor contributions towards SOs have also risen significantly in the last three years — from US\$177 million in 2012 to US\$321 million in 2014.

Looking back, significant progress has already been made in strengthening the logistics of humanitarian responses. In 2005, the Logistics Cluster was introduced to better coordinate the delivery of assistance. In more recent years, the UN Humanitarian Air Service (UNHAS) and UN Humanitarian Response Depot (UNHRD) have been demonstrating their ability to further enhance efficiency and effectiveness of humanitarian interventions — the former through enabling safe access to people in need; the latter through consolidation of relief cargo shipments, standardization, and borrowing and lending of relief items.

What began as improved coordination of humanitarian logistics has evolved into a range of common logistics services that in particular WFP is able to offer to partners. The benefits of this collaborative approach save not only time but also scarce resources.

For example, during the Ebola Response, 30% efficiency gains were realized through common logistics arrangements for strategic airlifts of relief cargo. With the support of UPS and the airport authorities at Cologne, Germany, nearly 1,000 metric tons of relief cargo for 40 aid organizations were moved through 10 large inter-agency chartered flights.

While much has been achieved, there remains more opportunity to leverage and strengthen WFP's logistics and supply chain capacities for the cost effectiveness of the entire humanitarian community, including UN agencies, NGOs, donors and national governments.

Moving forward, WFP Logistics seeks to further advance in the provision of common logistics services, stronger upstream and downstream supply chain management, and capacity strengthening of national disaster management and supply chain systems.

Wolfgang Herbinger,
Director, WFP Logistics

Supply chain management

Information sharing, advanced analytics and collaboration are fundamental to effective supply chain management. In 2014, WFP built on its existing achievements and continued to streamline and enhance its collaborative approach to the delivery of food assistance.

A key example of this is the Supply Chain Management Working Group (SCMWG). Based at WFP's headquarters in Rome, it brings together technical and operational experts from across the organization to optimize efficiency and effectiveness in emergency responses. Working closely with staff in Regional Bureaux and Country Offices, the SCMWG has succeeded in reducing supply chain lead-time and costs for large-scale, corporate emergencies.

WFP wins international supply chain award

In 2014, WFP won a European Supply Chain Excellence Award for its work in 'Austere Environments and Contingency Logistics'.

WFP was up against competitors such as the British Army in this category, which recognizes extraordinary achievements of organizations and logisticians working in difficult conditions such as disaster response, humanitarian aid or military operations.

WFP's entry focused on two 'high-impact' innovations: hybrid supply chains in Cash and Voucher operations, and WFP's Global Commodity Management Facility. The latter is an advance finance mechanism that allows

the organization to pre-position food stocks for ongoing and potential emergency operations. WFP's responses to Level 3 emergencies,¹ such as Syria and the Philippines, were also highlighted.

Competition was stiffer than ever this year: 160 organizations from 21 countries competed for awards across 22 categories. Judges from 15 organizations selected the winners.

WFP was delighted to win this award, which recognized its integrated supply chain management approach to delivering tailored assistance to people living in hunger.

To support this approach, which encompasses both food commodities and food assistance through Cash and Vouchers, WFP Logistics has developed a range of supply chain innovations, including:

- interactive supply chain maps and management dashboards;
- hybrid supply chain designs;
- cross-functional operational planning approaches; and
- staff development.

By encouraging collaboration within the organization, WFP has been able to achieve end-to-end visibility. Decision-making is evidence-based; supply chains are agile; and cross-functional teams from all corporate levels have been brought together to address the needs of our beneficiaries in a timely manner, and at optimal costs.

¹ The UN uses a scale to designate emergencies. Level 3 (or L3) emergencies are the most serious, large-scale humanitarian crises, requiring the highest-level response.

Surface Transport

In difficult operational environments, where WFP's needs exceed the capacities of commercial transporters, WFP relies on its own fleet of over 700 heavy-duty trucks that are designed to cope with the toughest road conditions. As of 2015, WFP's fleet will be renewed with a donation of over 200 trucks (see 'Russia's KAMAZ trucks reinforce WFP Logistics' on the next page).

WFP logisticians constantly monitor factors such as climate patterns, security and political situations. They analyze market trends and any gaps or distortions between supply and demand for transport, warehousing and other logistics services.

Agility is one of WFP's greatest strengths. Staff strive for the optimal balance between reliability, speed and cost-effectiveness. Depending on the context, WFP advocates for the safe passage of humanitarian food convoys, seizes opportunities in access when they arise, and plans for contingencies when they do not.

For instance, in 2014 a humanitarian corridor was opened between the Republic of Sudan and South Sudan. WFP acted quickly, dispatching a convoy of trucks carrying food from Kosti to Upper Nile State.

WFP Surface Transport in 2014

3.2 million
metric tons of cargo transported

Over 700
trucks in WFP's fleet



Sudan-to-South Sudan humanitarian corridor convoy

WFP used trucks and river barges to deliver nearly 5,000 metric tons of food assistance — enough to provide urgently needed food for 275,000 people in the conflict-affected northern region of South Sudan.

WFP Fleet deploys trucks in record time for the Ebola Response

In November 2014, WFP's Global Fleet Management Cell at Headquarters in Rome received an urgent request for additional land transport capacity in the Ebola-affected countries. Far too few local commercial transporters and WFP-owned trucks were available. In response, the fleet team initiated the quickest procurement and deployment exercise of this type ever performed.

They purchased 55 all-terrain trucks in the Netherlands, branded them with WFP logos and prepared them for the sea journey to Monrovia, Liberia and Freetown, Sierra Leone. WFP's shipping experts contracted a vessel, and within three weeks 40 trucks had been delivered to where they were needed. This process was repeated just as swiftly with the remaining 15 trucks.



Loading trucks in the Netherlands, bound for Liberia



WFP KAMAZ truck convoy to Bambari, Central African Republic, September 2014

Russia's KAMAZ trucks reinforce WFP Logistics

The Russian Federation has emerged as one of the WFP's latest and most significant partners in logistics. In an initiative devised to strengthen WFP's global fleet, Russia signed an agreement to donate 218 all-terrain KAMAZ trucks — together with fuel pumps and mobile workshops with spare parts — valued at around US\$21 million.

All of the trucks will be equipped with the Russian GLONASS and French-made Novacom navigation systems, to help manage and track them across the globe. In each country that receives these trucks, two KAMAZ technicians will offer temporary on-site fleet support.

The first batch of 130 trucks arrived in Afghanistan, South Sudan, Uganda and Ghana in early 2015.

This donation will support WFP Logistics in its move towards a new, sustainable fleet model. Part of WFP's truck fleet will operate from strategic regional locations. This will enable WFP to call forward trucking capacity within the first weeks

of an emergency, and later scale it back when it is no longer needed. Country Offices needing extra capacity will be able to lease trucks directly from the Global Fleet, with the leasing fees being accumulated for the purchase of new trucks.

This new fleet model, made possible through the KAMAZ truck donation, will help to renew and modernize WFP's truck fleet, strengthen performance, improve fuel economy, lower maintenance costs and reduce greenhouse gas emissions.

Greening the WFP Fleet

Logistics teams are contributing to the reduction of the organization's global carbon footprint through the establishment of 'green fleets.' By renewing WFP-owned trucks, environmental benefits will be realised through improved fuel usage and greater overall operational efficiency.

Warehousing

Storage of food commodities is a critical aspect of WFP’s logistics operations. On any given day, up to a million metric tons of food reside in 650 WFP-owned warehouses across 75 countries. A further 120,000 metric tons are held in warehouses managed by humanitarian partners. Annual costs for WFP’s global warehousing operations amount to approximately 11% of the total logistics operational budget.

Within this budget, warehousing costs are broken down into staff, rent, security, handling, fumigation and reconditioning.

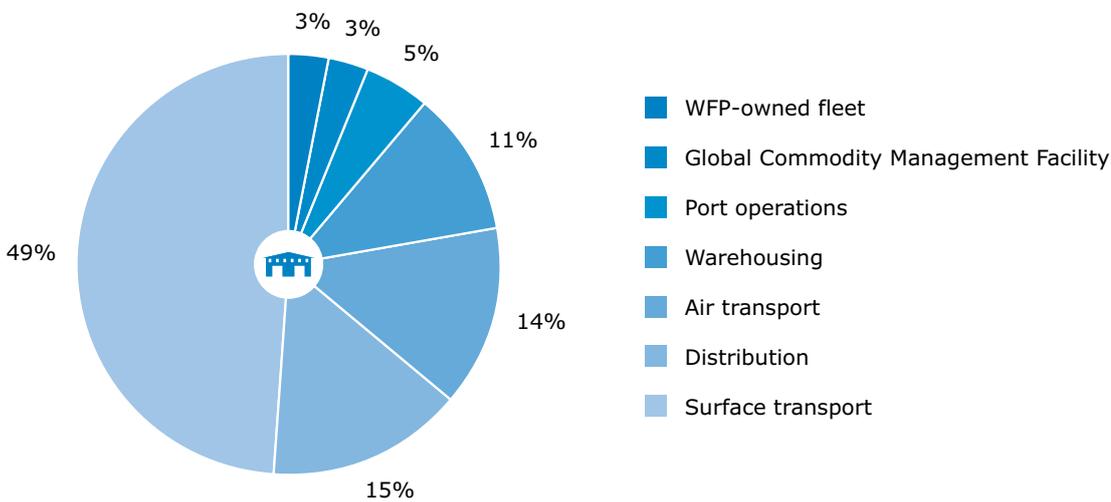
In 2014, an external audit was undertaken to assess whether WFP warehouses were managed in an economical, efficient and effective manner, and to ensure that the management of stored food commodities conformed to WFP guidelines. The audit team also assessed the appropriateness of WFP’s processes and storage capacity planning,

as well as decision-making concerning the identification and selection of new warehouses.

Reducing lead times and ensuring rapid response in case of an emergency are key priorities, and so WFP continuously investigates the most appropriate warehousing solutions to keep contingency stocks as close as possible to vulnerable populations.

One of the ways WFP does this is through its Global Commodity Management Facility (GCMF), which allows Country Offices to purchase and pre-position food stocks close to areas currently or likely to be affected by a crisis. In East Africa, four forward delivery locations are currently used to store and pre-position GCMF commodities — one of them is in Uganda (Tororo); the other three are in Ethiopia (Dire Dawa, Kombolcha and Nazareth). To minimize risks, all stored food is subject to rigorous monitoring and stock rotation. In 2014, total logistics expenditure on landside transport, storage and handling amounted to US\$ 768 million. Figure 1, below, explains this in more detail.

Fig 1. Breakdown of landside transport, storage and handling costs in 2014



Aviation

More WFP food was transported by air in 2014 than at any time in almost a decade. More than 70,000 metric tons of food and non-food commodities were delivered by airlift, air freight and airdrop.

WFP Aviation delivered food and non-food relief items in response to various emergencies, which included devastating floods in Bosnia and Herzegovina and Serbia, conflict in Central African Republic, Iraq, Syria and Ukraine, and the Ebola crisis in the West African countries of Guinea, Liberia and Sierra Leone. The vast majority of airlifts were needed in South Sudan, where airdrops were also conducted. Due to the resumption of heavy fighting in December 2013 and the lack of access, air transport was the only way to reach food-insecure populations.

Airlifts and airdrops into South Sudan

In 2014, WFP Aviation facilitated food deliveries to conflict-affected populations in Jonglei, the Maban refugee camps, Unity and Upper Nile states, and other hard-to-reach locations in South Sudan. Food had to be delivered by air because surface transport was severely hampered by the security situation, and seasonal rains rendered roads impassable.

WFP Aviation in 2014

Over **70,000** metric tons of cargo were delivered by air, of which:

- **36,984** metric tons of cargo were transported by airlift and airfreight
- **36,831** metric tons of food were dispatched by airdrops

Following needs assessments, it was determined that a combination of airlifts and airdrops would be required to reach approximately 2.5 million people with life-saving WFP food assistance. To accomplish this, WFP significantly scaled up its operational capacity by contracting IL-76 and C-130 aeroplanes and Mi-8 and Mi-26 helicopters.



WFP airdrops were conducted to provide critical food assistance to communities in the remote town of Nyal, Unity State, South Sudan in April 2014

Shipping

For WFP's Shipping service, agility and flexibility are fundamental when responding to evolving humanitarian needs. In 2014, two key examples of this were emergency responses to the Syria Crisis and the Ebola Virus Disease Outbreak in West Africa.

Syria

With limited and unpredictable access to land corridors into Syria last year, most WFP-purchased food continued to be shipped by sea.

In order to establish an agile shipping service for the Syria emergency operation, WFP used a combination of:

- available container lines regularly serving the Syrian ports; and
- WFP-chartered vessels — through either long-term, predictable services such as time charters, or spot charters for single voyages.

This approach afforded WFP flexibility: depending on operational needs, ocean transport was contracted according to commodity type (i.e. loose, bagged or containerized cargo) or volume (i.e. shipping capacity). All told, in 2014 WFP transported over 400,000 metric tons of food into Syria by sea.

To achieve this, WFP's shipping team successfully negotiated long-term freight arrangements with six container carriers. This was the first time that WFP has been able to secure the same shipping rate for a whole year and, by avoiding fluctuations in market rates, the organization saved nearly US\$ 500,000. The deals also ensured flexibility:

WFP Shipping in 2014

1.9 million
metric tons of cargo shipped

115
voyages chartered

45,142
containers shipped

US\$ 7.3 million
in savings achieved

container shipping would be available when and where WFP cargo had to be picked up.

Ebola Response

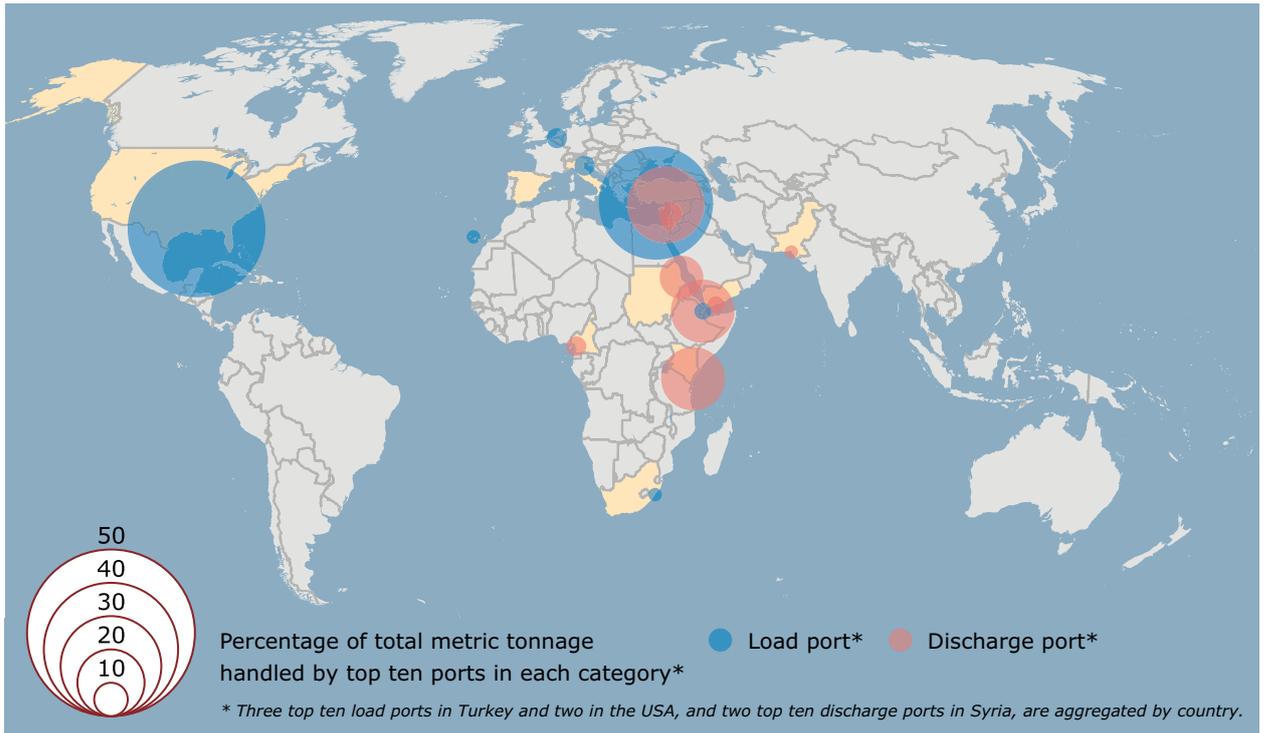
Ocean transport was essential during the Ebola Response because of border closures in the affected countries. Flexibility was required here, too. Key challenges faced by WFP's shipping team were: sudden port restrictions throughout West Africa; exceptional sanitation measures imposed by national authorities; and unpredictability arising from disruptions in trade and supply lines.

To make its shipping response more nimble and predictable, WFP chartered a dedicated vessel for three months to augment its commercial ocean liner capacities. The vessel delivered some 13,000 metric tons of mixed food commodities into the Ebola-affected region, loaded from Cotonou, Dakar and Las Palmas.

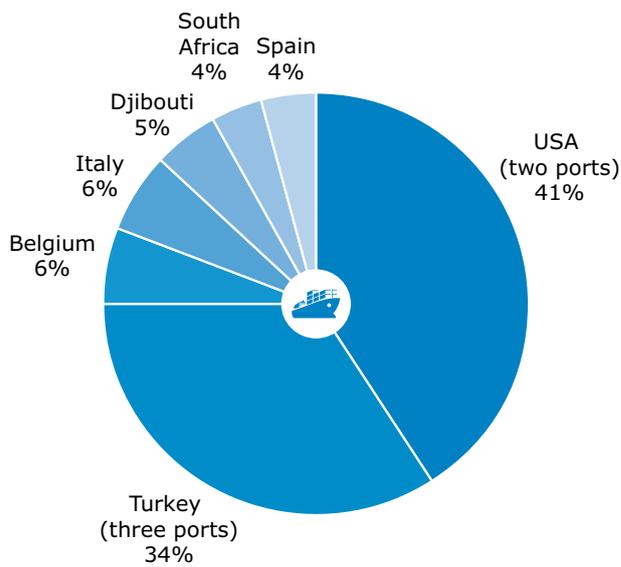


WFP time charter vessel MV Falkenberg in Freetown, Sierra Leone, offloading food for the Ebola Response

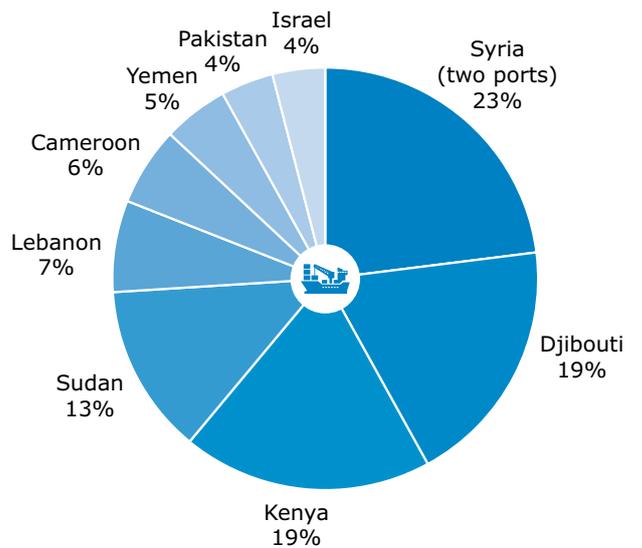
Fig 2. WFP's ocean transport: top ten origins and destinations in 2014, by country and tonnage



Top ten origins



Top ten destinations



Emergency Response

In 2014, WFP Logistics responded to an unprecedented number of emergencies. Five of these were classified as Level 3 corporate emergencies – the UN’s highest rating in terms of scale and complexity of the humanitarian response required. These five were the crises in Central African Republic, Iraq, South Sudan and Syria, and the Ebola Virus Disease Outbreak. Among the others were food scarcity resulting from the Ukraine conflict, and floods in Madagascar and Mozambique.

With so many emergencies ongoing, WFP had to expand its operational capacities to reach those in need with food assistance. The organization also

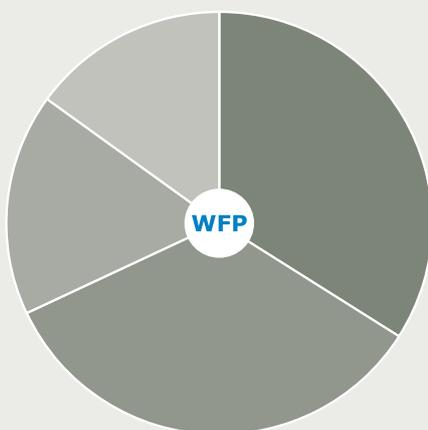
provided an extraordinary level of common and bilateral logistics services to humanitarian partners.

Emergency support through Special Operations

A portfolio of 41 Special Operations were undertaken with a total budget requirement of US\$ 1.2 billion, gross. Their purposes included: providing core common logistics services for the humanitarian community; building local and government capacity; augmenting WFP’s ability to deliver food; and constructing or rehabilitating critical transport infrastructure.

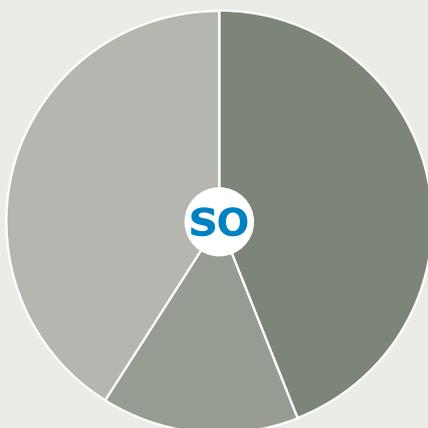
Fig 3. WFP Special Operations in 2014, by type and by level of emergency

41 Special Operations. US\$ 321 million resourced



Special Operations by type

- Logistics and Emergency Telecommunications Clusters/Common Services (34%)
- UNHAS (34%)
- Logistics augmentation (17%)
- Food security (15%)



Special Operations by level of emergency

- Level 1 and other (44%)
- Level 2 (15%)
- Level 3 (41%)

Standby Partner deployments

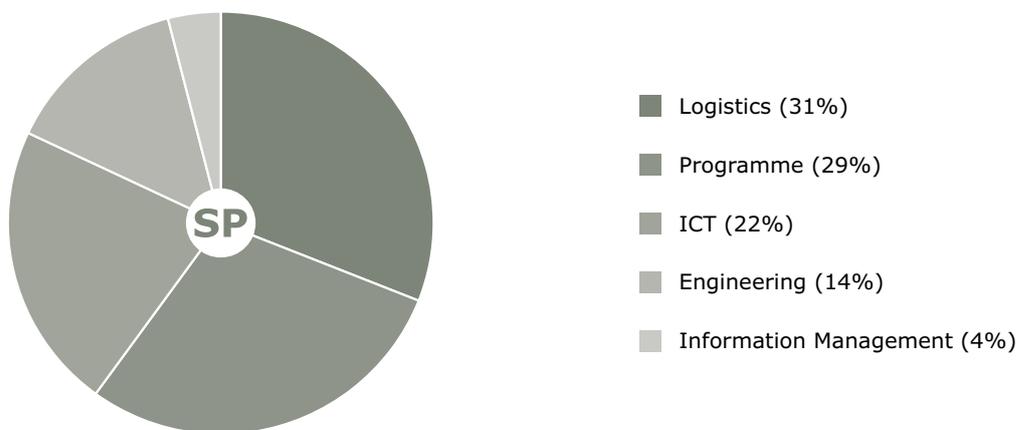
At the beginning of major emergencies, WFP often augments its surge capacity by bringing in temporary staff with particular competencies, as well as special equipment and operators.

These are provided by Standby Partners, who maintain a roster of rapidly-deployable staff and equipment. Some Partners also provide tailor-made trainings upon request. They are of enormous benefit to WFP, and thus to

beneficiaries, because their input enhances the organization's flexibility and response capacity.

In 2014 in-kind contributions from WFP's 19 Standby Partners amounted to US\$14.9 million. Partners deployed 207 staff (a 25% increase from the previous year) to WFP operations in 42 countries. They also deployed an inter-agency base camp to Sierra Leone in support of the Ebola Virus Disease Outbreak response.

Fig 4. Standby Partners' contributions in 2014, by area of expertise



Private sector support and coordination

UPS supported logistics projects with cash grants for US\$ 216,000. They also contributed to the Ebola Response by donating US\$ 74,000 cash, and by providing in-kind services, valued at US\$ 250,000, through the Logistics Emergency Team partnership.

Caterpillar donated US\$ 2 million to enable WFP to purchase Caterpillar equipment to augment logistics operations. Approximately US\$1 million of this was spread across seven locations (the Democratic Republic of Congo, Ecuador, Ghana, Guinea, Regional Bureau Bangkok, Sierra Leone and Tajikistan).

Rwanda's first cash transfer project

For the first time ever, refugees in Rwanda have received cash transfers electronically through WFP-supplied mobile phones. WFP launched a

three-month pilot project in January 2014, and since then has distributed nearly 3,500 mobile phones to all heads of households at the Gihembe refugee camp in the Northern province of the country. This initiative has benefited 14,500 people.

The project, which replaces general food distributions in the camp, allows beneficiaries to buy their own food, giving them freedom of choice; it also supports the local economy. It harnesses an electronic banking system called mVISA, provided by VISA and commercial banks, which allows recipients to withdraw cash from bank agents² or buy food using mVISA from merchants vetted by the Logistics team.

Before the project was launched, Logistics and Procurement teams undertook joint missions to the camp and nearby trading centres to assess traders' supply capacities. The missions sought to understand how and from where

² In Rwanda, a system of agency banking has been set up to allow people in rural areas to access mainstream banking services through third-party outlets such as specially licensed local shops.

traders sourced food commodities, and assess their storage and hygiene practices.

Sixteen traders were found to have the capacity to supply safe and nutritious food commodities. All of these met minimum requirements of the Rwanda Bureau of Standards and were operating legally, and were selected by WFP to provide food to beneficiaries. As a safety net, WFP still maintains a small in-kind food distribution programme for vulnerable groups.

With support from the Logistics Division in Headquarters, the Country Office developed a Code of Conduct for merchants to ensure that business with beneficiaries is conducted in a manner that meets WFP's requirements.

The Country Office also worked with government partners, such as the Rwanda Ministry of Disaster and Refugee Affairs (MIDIMAR), financial service

providers and UNHCR, and with World Vision, one of WFP's largest Cooperating Partners with experience in cash and vouchers.

To ensure that retailers and traders continue to meet food supply requirements, WFP teams frequently visit their stores before each round of cash is made available to refugees. Where concerns arise — for example, over food storage conditions or diversity of choice — advice and encouragement are given to bring about improvements.

Feedback from refugees has been overwhelmingly positive; and given the overall success of the pilot, the programme has been confirmed as a fully-fledged component of WFP Rwanda's Country Office activities. In 2015, the cash transfer programme will be expanded to two more refugee camps, and by the end of the year it will cover at least 60% of beneficiary food requirements.

Food supply chain information at your fingertips

Whether its food commodities are on the High Seas, in a port, or on a truck or a barge, thanks to a new food supply chain management system WFP will be able to locate them in real-time, anywhere in the world.

The Logistics Execution Support System (LESS) was successfully adopted in Afghanistan and Pakistan in October 2014. Its smooth roll-out in two of WFP's largest and most complex operations heralded the start of its adoption by the rest of the organization. By the end of 2016 it will be in place worldwide.

LESS covers the entire food supply chain by integrating Programme, Finance, Procurement, Logistics and Pipeline. It is a key element in creating the reliable, agile and scalable supply chain required to ensure that WFP operates as efficiently and effectively as possible.

Because of its real-time tracking capabilities, LESS takes the guesswork out of matters like distribution planning, greatly enhancing operational efficiency. Moreover, the level of precision it provides on food stock quantities and locations will support planning when emergencies necessitate operational surges.



The WFP team in Pakistan tests how LESS is working with the new mobile kit, designed by FITTEST.

The information provided by LESS allows better management in many areas. For example, it keeps track of best-before and use-by dates on food stock. This helps managers to intervene earlier to avoid waste by diverting underutilized stock in a particular project to other programmes or even other countries. LESS can also greatly assist in the event of a product recall since it can track exactly in which warehouse, or even on which truck, a specific batch from a vendor is located.

By the end of the roll-out, almost 1,000 staff will be equipped with the skills needed to operate LESS in WFP Headquarters, more than 70 Country Offices, 200 Sub-offices, and 650 warehouses and port facilities.

Snapshot: WFP Logistics responds to emergencies in 2014



WFP reached a record-breaking number of 4.1 million people inside Syria in August due to improved access within Syria and more cross-border convoys.



Jumbo bags filled with individual family-size rations of rice are loaded for Syria at Mersin port, Turkey.



WFP-contracted river barges carried 1,800 metric tons of rice down the Congo River to support the crisis response in the Central African Republic.



In August 2014, a WFP humanitarian convoy delivered food to Gaza through Egypt's Rafah Crossing, for the first time since 2007.



Nutritious food for children is airlifted from UNHRD Dubai to Iraq.



To reach isolated populations in South Sudan, WFP organized airlifts and airdrops.



As lead agency of the Logistics Cluster, WFP set-up logistics bases across the countries affected by the Ebola Virus Disease Outbreak to store and rapidly dispatch food and relief on behalf of partners.



The first UNHAS flight departed from Conakry, Guinea, transporting aid workers from organizations such as WHO and MSF.



WFP operational support equipment and humanitarian relief arrived in Liberia and other affected countries by airlift from UNHRD hubs and an air coordination cell in Germany.



At the request of WHO, WFP built Ebola Treatment Units in Liberia.



Storage and transport of humanitarian relief goods for partners was facilitated by the Logistics Cluster.



WFP established remote supply hubs in strategically located (and often remote) areas across Guinea, Liberia and Sierra Leone.

Common and bilateral logistics services

The Ebola Response: taking WFP's Common Services to the next level

In 2014, the Ebola Virus Disease Outbreak required an unprecedented level of response from the international community. Given the nature of the emergency, coordination was essential. WFP worked closely with medical, humanitarian and government partners across West Africa to best organize the logistics of the response. In addition to providing food assistance to those affected by the Ebola virus, WFP Logistics supported the humanitarian community in five main ways:

1. Setting up a logistics infrastructure.

WFP established a supply network from main ports and international airports in the affected countries. This included setting up a regional logistics hub in Accra, as well as logistics bases in Conakry (Guinea), Monrovia (Liberia) and Freetown (Sierra Leone) to channel the flow of medical and humanitarian supplies to where they were needed most. Additional bases were established in more remote areas of the three countries to better reach isolated communities. This infrastructure has supported the humanitarian community in managing incoming cargo, storage and rapid dispatch of relief items.

2. Flying aid workers and medical supplies.

Commercial flights connecting the region were very limited, and so WFP operated UNHAS to transport aid workers and light cargo. WFP chartered fixed-wing aircraft and helicopters, enabling UNHAS to provide air links between Accra, Conakry, Dakar, Freetown and Monrovia, and to connect these destinations with field locations. By the end of 2014, more than 4,700 health workers and other humanitarian staff from

over 45 organizations, including International Medical Corps, Médecins Sans Frontières, UNICEF, WFP and WHO, had used these flights.

3. Rapidly dispatching emergency supplies.

Through UNHRD, items such as protective gear and health kits were dispatched for partners such as Irish Aid, Japan International Cooperation Agency, WHO and UNHCR, and directly to the affected countries. WFP dispatched large volumes of operational support equipment, such as generators and large storage tents, so that logistics bases could be established. Regionally, UNHRD's depot in Accra, Ghana served as a staging area and also hosted UNMEER, the UN mission for the Ebola Response.

4. Coordinating logistics for the whole humanitarian community.

The Logistics Cluster is a WFP-led group of logisticians and logistics information managers from various UN agencies and NGOs who help the humanitarian community to coordinate logistics operations in large emergency responses. During the Ebola Response, the Logistics Cluster has facilitated the delivery and storage of medical supplies — such as PPE kits, chlorine, beds and gloves — by providing free transportation, storage, cargo consolidation and logistics information management to partners requiring assistance.

5. Providing services for partners on request.

In Liberia, WFP constructed four 100-bed Ebola Treatment Units (ETUs) for WHO. To build these units, large mobile storage tents were procured by UNHRD and flown in from Oslo in Norway to Monrovia. In Guinea, at the request of the government, WFP constructed nine treatment units in key locations. WFP also provided other assistance, such as procuring and delivering ambulances and burial vehicles through UNHRD.

Opposite: Fig 5. WFP Common and bilateral services in the Ebola Response



AIR COORDINATION CELL

(Cologne, Germany)

- Operational equipment
- Medical supplies
- Relief items



UNHRD

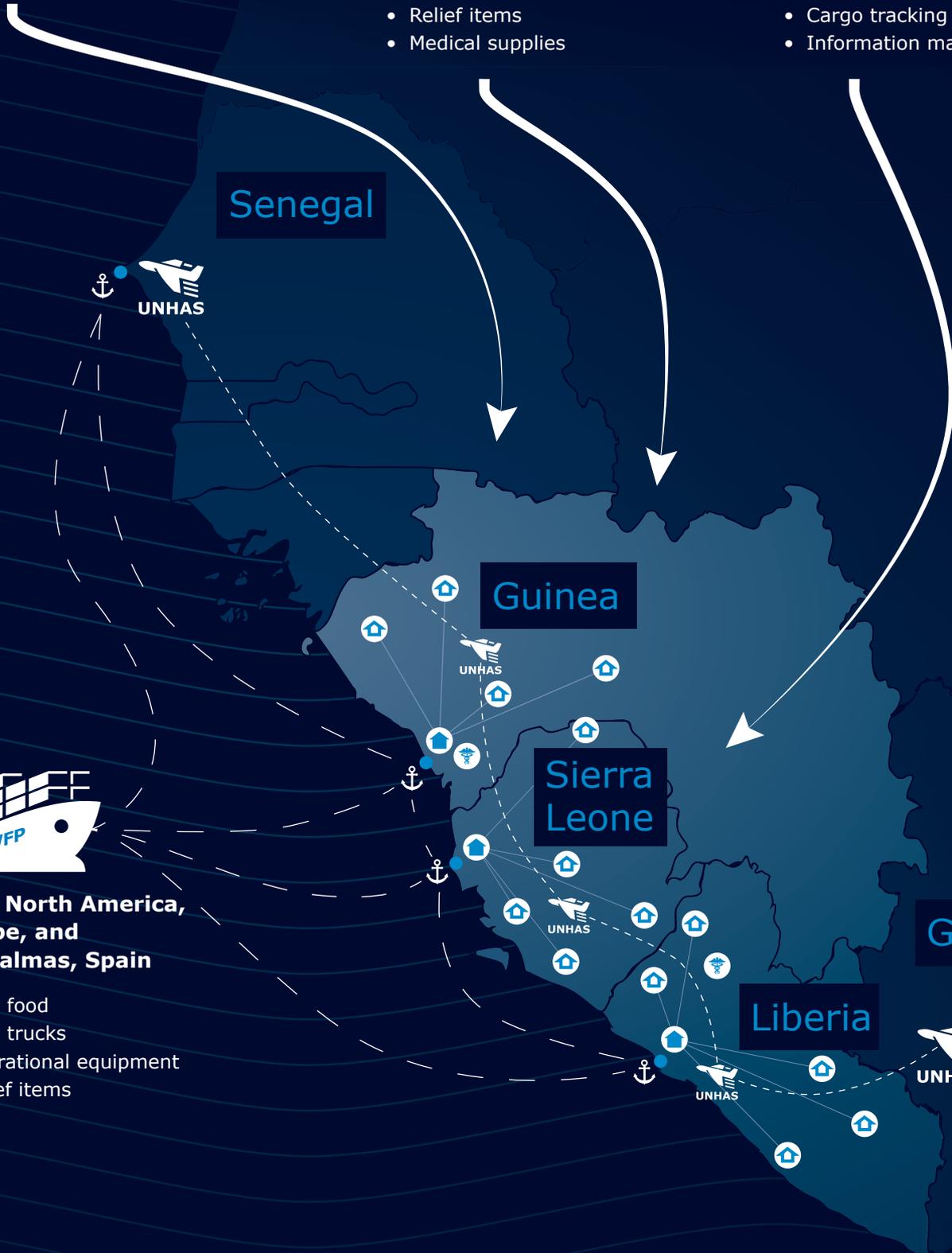
(Ghana, Italy and UAE)

- WFP High Energy Biscuits
- Personal protective equipment
- Relief items
- Medical supplies



LOGISTICS CLUSTER

- Coordination
- Storage and transport
- Cargo tracking
- Information management



From North America, Europe, and Las Palmas, Spain

- WFP food
- WFP trucks
- Operational equipment
- Relief items

Key: Main logistics hub Forward logistics base WFP-built Ebola Treatment Units

The United Nations Humanitarian Air Service

WFP Aviation, which delivers food cargo for WFP operations, also manages the United Nations Humanitarian Air Service (UNHAS). UNHAS provides passenger air services for the humanitarian community, enabling them to reach and carry out life-saving work with isolated populations in some of the world's most remote and challenging locations. UNHAS' mission is to fly to destinations that are not served by commercial airlines. Flights are scheduled at the request of the relevant UN Country Team or the Humanitarian Coordinator.

In 2014, UNHAS transported 240,885 passengers and 3,931 metric tons of light cargo to 258 regular and various one-off destinations. It also carried out a particularly high number of evacuations of humanitarian personnel. UNHAS operated in Afghanistan, Central African Republic, Chad, the Democratic Republic of the Congo, Ethiopia, Mali, Mauritania, Niger, Somalia/ Kenya, South Sudan, Sudan and Yemen, and also in the Philippines following Typhoon Haiyan. It also provided air services in support of the humanitarian community's response to the Ebola Virus Disease Outbreak in West Africa.

The Democratic Republic of the Congo: responding to changing requirements

Access remains a major challenge for humanitarian workers in the Democratic Republic of the Congo (the DRC). This is due to vast distances, continuous conflict and poor infrastructure.

Air transport is the most effective means to access vulnerable populations across the country, and in 2014 UNHAS DRC showed great flexibility responding to a challenging operational context and changing requirements.

In response to increased demands, UNHAS revised its fleet operating the Équateur and Kasai-Occidental and Kasai-Oriental routes in the north-west, west and central regions of the country, respectively. The 19-seat aircraft, which had been serving these routes, was replaced with a 37-seat aircraft.

Meanwhile, UNHAS' capacity in eastern DRC was augmented with an Mi-8 helicopter, which

UNHAS in 2014

20
countries of operation

258
regular destinations served

240,885
passengers transported

2,637
people evacuated

3,931
metric tons of light cargo transported

previously operated as a dedicated service for the EU Humanitarian Aid and Civil Protection department (ECHO). From August, the helicopter was used to provide access to remote locations without airstrips, and this increased UNHAS' capacity in enabling field assessments and evacuations.

In July, due to a change in mandate, the United Nations Peacekeeping Mission (MONUSCO) discontinued services in the western part of the country. UNHAS DRC took up more responsibilities to fill potential gaps.

On 24 August 2014, the Ministry of Health in DRC declared an Ebola Virus Disease outbreak in Équateur province.³ In coordination with Aviation Sans Frontières-France (ASF-F), UNHAS established regular scheduled flights to Boende to support agencies such as MONUSCO, Save the Children, UNICEF, WFP and WHO in responding to the outbreak. UNHAS also took the lead in coordinating with MONUSCO and ECHO Flight to provide a unified humanitarian response to move emergency cargo to Boende.

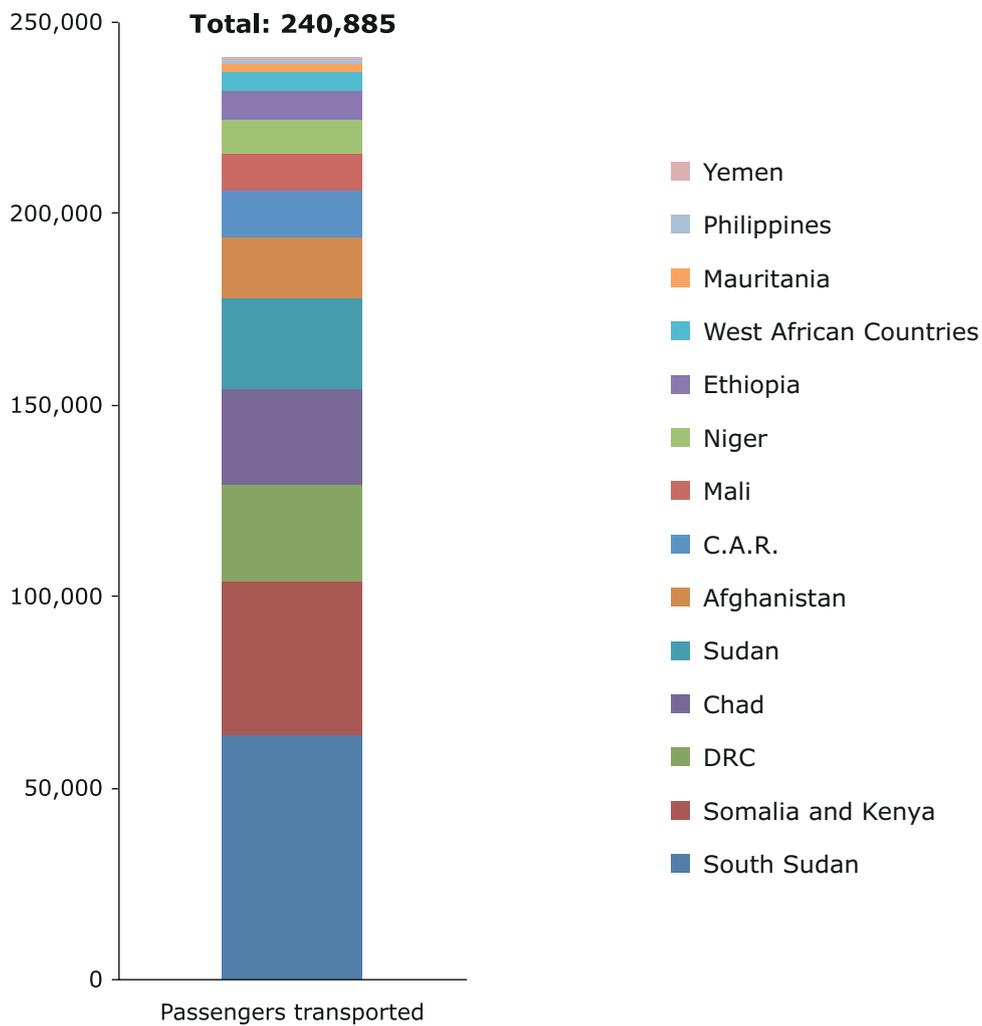
UNHAS established a Standard Operating Procedure (SOP) for the Ebola Response, setting out protocols for safety measures, including aircraft disinfection. UNHAS also ensured that basic protection equipment was available for use on board the aircraft and at the airports.

³ This Ebola outbreak was unrelated to the ongoing one in West Africa.

Fig 6. UNHAS' top users



Fig 7. Passengers transported by UNHAS in 2014, by country



The United Nations Humanitarian Response Depots

The United Nations Humanitarian Response Depot (UNHRD) Network is made up of six, strategically located depots that procure, store and rapidly transport relief items for humanitarian organizations. Supplies, which range from tents and blankets to medicines and emergency food rations, are pre-positioned in the depots, ready for immediate dispatch during emergencies. The purpose of the UNHRD Network is to help governments, UN agencies and non-governmental organizations (NGOs) respond to disasters within 24–48 hours.

During 2014, UNHRD dispatched over 30,000 cubic meters of relief goods to 104 countries. It provided comprehensive supply chain solutions to 37 humanitarian partners, valued at US\$ 38 million. It supported humanitarian responses to conflicts in Central African Republic (C.A.R.), Gaza, Iraq and South Sudan, and to several natural disasters, such as flooding in the Balkans and Bolivia, and the Ebola Virus Disease Outbreak.

For the Ebola Response alone, UNHRD sent 1,600 metric tons of supplies (worth US\$ 14 million) to West African countries from the depots in Accra, Brindisi, Dubai and Las Palmas. This was one of the largest emergency responses in UNHRD's history. As part of WFP's Special Operation, UNHRD procured construction materials and equipment for remote logistics hubs, Ebola Treatment Units and Community Care Centres. Moreover, the Accra depot served as the headquarters for the UN Mission for Ebola Emergency (UNMEER).

UNHRD also deployed seventeen members of its Rapid Response Team to support emergency

UNHRD in 2014

65
humanitarian partners

713
shipments worldwide

104
countries served

33,243
cubic metres of relief goods
transported

US\$ 50 million
value of goods dispatched

operations in countries that included C.A.R., Guinea, Iraq, Liberia, Mali, the Philippines and Sierra Leone.

During the year, the UNHRD Network welcomed six new partners, and inaugurated its new facilities in Las Palmas in Spain, and San Vito near Brindisi in Italy.

It adopted a Network-wide strategy for 2014–2017 that focuses on four core pillars: operational response, efficient processes, network outreach for preparedness, and long-term sustainability. Underpinning all UNHRD's work is emergency preparedness, and by the end of 2014 the Network held a stockpile worth around US\$ 52 million worldwide.



UNHRD's involvement in the Ebola Response began with a shipment for the World Health Organization (WHO) in March 2014. Subsequently, the UNHRD Network dispatched 1,600 metric tons of critical cargo from four depots, ranging from Personal Protective Equipment (PPEs), medical supplies and relief items, to equipment and materials for Ebola Treatment Units (ETUs), Community Care Centres and remote logistics hubs. Fourteen members of UNHRD's Rapid Response Team were deployed to help set up supply hubs, ETUs, and an ambulance decontamination bay. The Team also supported cargo consolidation at staging areas and assisted in training national entities on warehousing and supply management.

The Logistics Cluster

In 2014, the Logistics Cluster supported humanitarian logistics activities globally, including responses in Central African Republic, the Democratic Republic of Congo, Iraq, Pakistan, Philippines, Solomon Islands, South Sudan, Syria and Yemen, as well as responses to the Ebola Virus Disease Outbreak and the Gaza Emergency.

Focus on Syria

The ongoing conflict in Syria has severely impacted the country's logistics infrastructure as well as supply routes into the country, and warehousing has become increasingly unpredictable and insecure. Prolonged sieges, and lack of access to basic services, have greatly affected the population. There has been massive, often repeated displacement of people fleeing the violence and destruction brought about by an increasingly complex mosaic of combatants. Humanitarian needs inside Syria have increased across all sectors.

On 14 July 2014, the United Nations Security Council (UNSC) adopted a resolution authorizing relief delivery 'across conflict lines' and through additional border crossings. As humanitarian corridors opened, the Logistics Cluster, at the request of the humanitarian community, facilitated and coordinated the delivery of essential humanitarian relief items to hard-to-reach areas. The cluster also provided support to joint humanitarian convoys.

Transport, storage and fuel services are vital to ensuring an effective response. In 2014, the Logistics Cluster facilitated the transport of over 43,100 cubic metres of cargo by road and air on behalf of 19 organizations. The cluster

The Logistics Cluster in 2014

13
Logistics Cluster operations

160
humanitarian organizations supported

27,628
metric tons of relief supplies delivered to **148** locations

also facilitated the storage of over 26,300 cubic metres of relief items inside Syria, on behalf of 17 organizations, and organized the distribution of 65,000 litres of fuel to IDP shelters.

Coordination meetings and information management tools further supported the operation. In 2014 the Logistics Cluster established Logistics Cluster Coordination Cells in Amman in Jordan, Beirut in Lebanon, and Damascus in Syria. During the year 55 coordination meetings were held. The Logistics Cluster also supported a working group in Gaziantep in Turkey through which logistics representatives from various humanitarian organizations share information and address operational bottlenecks. The Logistics Cluster produced over 60 information management products, including maps, situation reports, capacity assessments, meeting minutes and infographics. All of these were made available on the Syria Operation Logistics Cluster webpage and via a dedicated mailing list with over 400 members.



A joint humanitarian convoy to Hamah, Syria in January 2014

Bilateral logistics services

As well as common services provided through UNHAS, UNHRD and the Logistics Cluster, WFP offers bilateral logistics services, including delivery of relief items, to humanitarian partners such as NGOs and UN agencies.

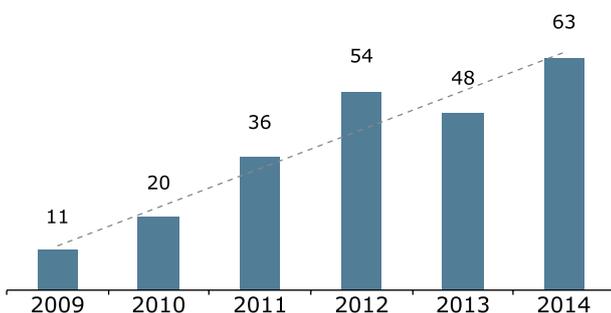
WFP is ideally suited to this role: it has a presence in more than 70 countries, extensive experience in humanitarian logistics, and more than 2,500 skilled staff with in-depth local knowledge. The range of logistics services offered spans the entire supply chain and includes:

- Shipping and chartering
- Land transport, storage and handling
- Fleet and workshop management
- Fuel provision
- Management of complex logistics operations
- Air services
- Trainings
- Logistics engineering

To satisfy increasingly complex client needs, WFP has pioneered innovative new technologies to complement service delivery.

One of these is the Relief Item Tracking Application system (RITA), which in 2014 was rolled out in WFP's biggest bilateral logistics service operations. Clients can now access online tracking, as well as real-time global analytics previously not available. WFP also developed a Bilateral Logistics Service Provision Guide and Toolkit to support staff involved in the delivery of service packages.

Fig 10. Bilateral logistics services: number of clients per year, 2009–2014



Bilateral logistics services in 2014

63

humanitarian clients

19

countries

US\$ 15.1 million

service portfolio value:

- **7,750** metric tons transported
- **31,498** cubic metres transported

Zambia: fighting malaria one mosquito net at a time

In 2014, WFP was approached by the United Nations Development Programme (UNDP) to deliver millions of mosquito nets across Zambia. This was in support of the Government of Zambia's efforts to implement a nation-wide mosquito net delivery campaign.

The Global Fund to Fight AIDS, Tuberculosis and Malaria supported the procurement and delivery of 4.8 million nets to six provinces. In collaboration with the Government of Zambia, WFP worked closely with UNDP and UNICEF to ensure the nets reached 8.2 million people. As the Principal Recipient of Global Funds grants for malaria-based project in Zambia, UNDP was responsible for designing, implementing and monitoring the programme. They contracted UNICEF to head procurement and manufacturing in nearby Tanzania, and WFP to transport the nets to 980 health centres once they arrived in Zambia.

In mid-April 2014, UNICEF-contracted trucks set off from Arusha, Tanzania for Lusaka, Zambia, carrying the mosquito nets. Once in Zambia, the cargo was split across eight storage hubs set up by WFP's logistics team from where the nets were dispatched according to a pre-planned schedule.

Some locations were particularly difficult to reach due to poor road conditions. Contracting



Delivery of a consignment of mosquito nets at Choma logistics hub, Southern Province, Zambia

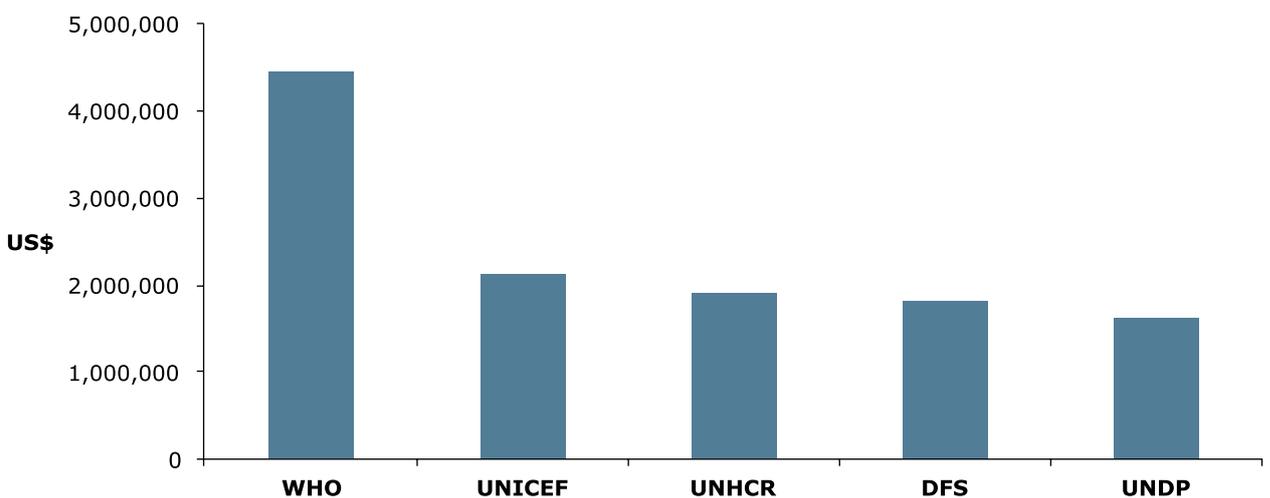
of transport companies that had in-depth knowledge of the local environment and driving routes were critical to the operation's success.

Tracking was managed through WFP's RITA cargo management system. Each batch of nets leaving a hub was assigned a Quick Response (QR) code, which allowed partners to quickly view when a certain batch of cargo had been dispatched, which hub it had left, where it was heading and who had confirmed receipt

of the nets across the 48 districts covered by the project.

All three UN agencies worked hard to minimize delays and guarantee the nets' arrival before the beginning of the rainy season when malaria is most prevalent. By the beginning of the rainy season, all mosquito nets had been delivered. Moreover, WFP's delivery was highly cost-efficient, resulting in savings of US\$ 1 million.

Fig 11. Top five clients of bilateral logistics services



Strengthening regional and national capacities

India: WFP supports supply chain reforms

India operates the largest food safety net in the world. Each year, the government aims to provide around 800 million people with subsidized monthly household rations through its Targeted Public Distribution System (TPDS).

In 2012 WFP was brought on board to lead the development of a best practice solution called TPDS 3S (Secure, Strengthen, Save), designed to serve as a national level, technology-led framework for subsidized food delivery. The government has endorsed this model and recommended it to all states across the country for consideration in their TPDS reform efforts.

In 2014, the state of Kerala adopted TPDS 3S and WFP began working with its ministry responsible for food distributions. WFP provided technical support, including assessment of the supply chain network and recommendations on ways to improve delivery, for example by setting up a door-to-door delivery system. In-depth analysis identified three main flows within Kerala's supply chain:

- flow of information (authority letters, stock reporting, release orders);
- flow of grains (physical movement, transportation, loading and unloading); and
- financial flow (buying and selling prices, additional commissions, subsidy payments).

Having then analysed each of the flows in detail, WFP recommended that the network be modelled and simulations run with the objective of optimising the whole supply chain.

The simulations tested several options — such as more focus on appropriate storage, quality control procedures and better optimisation of transportation — and the results informed plans for reform.

WFP also recommended that Kerala should adopt and implement a comprehensive supply chain management software solution. This would allow stakeholders to automate various routine tasks and forecast movement/requirement trends. An integrated dashboard would report against Key Performance Indicators, enabling stakeholders to monitor and make appropriate decisions.



Boats transporting paddy to be converted into custom milled rice for the Targeted Public Distribution System

Ethiopia: strengthening the humanitarian supply chain

Ethiopia is one of the world's largest recipients of humanitarian food assistance. WFP's main partner there is the government's Disaster Risk Management and Food Security Sector (DRMFSS), which transports food assistance to some 1,500 locations every six weeks and is responsible for overall coordination and leadership of Ethiopia's disaster risk management strategy.

For some years WFP has been working under the direction of the Government of Ethiopia through DRMFSS to address systemic challenges in accounting and reporting on food movements within the country. The initiative, which is called the Food Management Improvement Project (FMIP), includes five main components and focuses on making the management of the food assistance supply chain more visible, efficient, effective and accountable.

Under the scheme, there has been substantial improvement in transport contracting procedures, reducing the number of annual transport tenders issued by DRMFSS from about three hundred per year to around eighteen. This has resulted from a shift from per-month and per-location transport tenders to a biannual district-based transport bidding process.

WFP has also provided the government with guidance on creating a national grain storage network and identifying strategic locations for pre-positioning of food supplies. Recommendations have included shifting from current grain storage practices to a bulk supply chain, and pre-positioning food stocks at forward delivery points that often become inaccessible during the rainy season.

Three more FMIP elements were introduced in 2014.

In July, FMIP began piloting an online Commodity and Allocation Tracking System (CATS) which was developed with DRMFSS, considering its supply chain requirements. This system is expected to

become DRMFSS's official commodity management and reporting tool in the near future. Until then, DRMFSS will continue to use existing mechanisms and CATS in parallel until all their teams feel comfortable enough to rely solely on CATS.

Work to strengthen DRMFSS's business procedures focussed on improving national-level commodity management and their paper-based reporting system. WFP, FMIP, DRMFSS and regional Disaster Prevention and Preparedness Bureaux collaborated on developing a comprehensive Commodity Management Procedures Manual, as well as complementary forms and reporting booklets to be used at district level.

For the first time, the Government of Ethiopia now has a comprehensive manual on how commodities from the Humanitarian Relief and Productive Safety Net Programme should be managed. With the Manual complete, DRMFSS recently organized nationwide trainings on how to implement the improved procedures and processes.

FMIP is also rolling out an internationally certified supply chain management training to government officials and staff at all levels within DRMFSS and its regional bureaux. Middle and upper level logistics and warehouse managers involved in the Ethiopian humanitarian supply chain will be selected for this training.

For now, FMIP will continue implementing these three strands until the government takes over. From mid-2015, FMIP will start shaping its exit strategy by setting up a Commodity Management Unit within DRMFSS to administer and upgrade these tools when necessary. This Unit will be responsible for providing strategic guidance and coordination so that improvements will continue to be made in the overall commodity management system and supply chain, and in terms of institutional efficiency and effectiveness.

Latin America and the Caribbean: strengthening emergency preparedness

Throughout Latin America and the Caribbean, governments take the lead in emergency preparedness and response. WFP aims to strengthen the logistics capacities of national and regional partners in order to create strong, specialized logistics teams who can lead more effectively and efficiently in future emergency responses.

In 2014, the logistics team at WFP's Regional Bureau in Panama, together with Country Offices, worked closely with national disaster management and civil defence authorities at both national and regional levels to develop their logistics knowledge and skills. To this end, WFP staff carried out a range of support missions and trainings throughout the region.

Fig 12. Trainings across the region

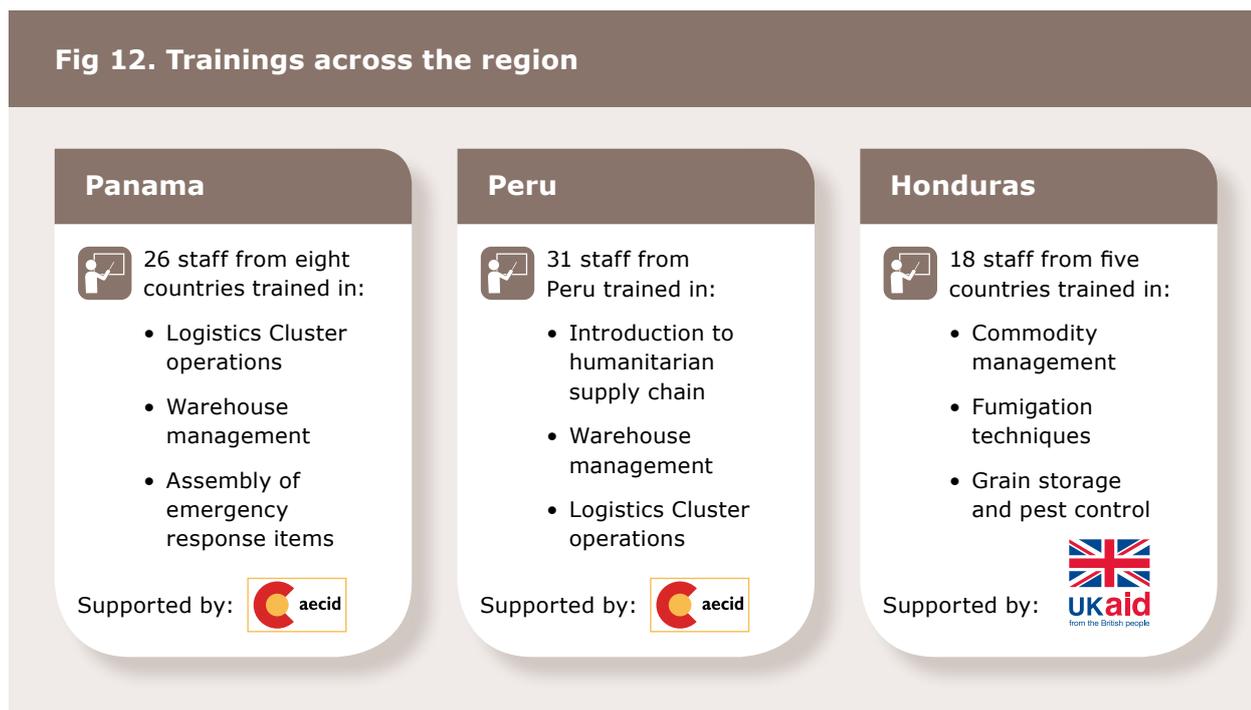
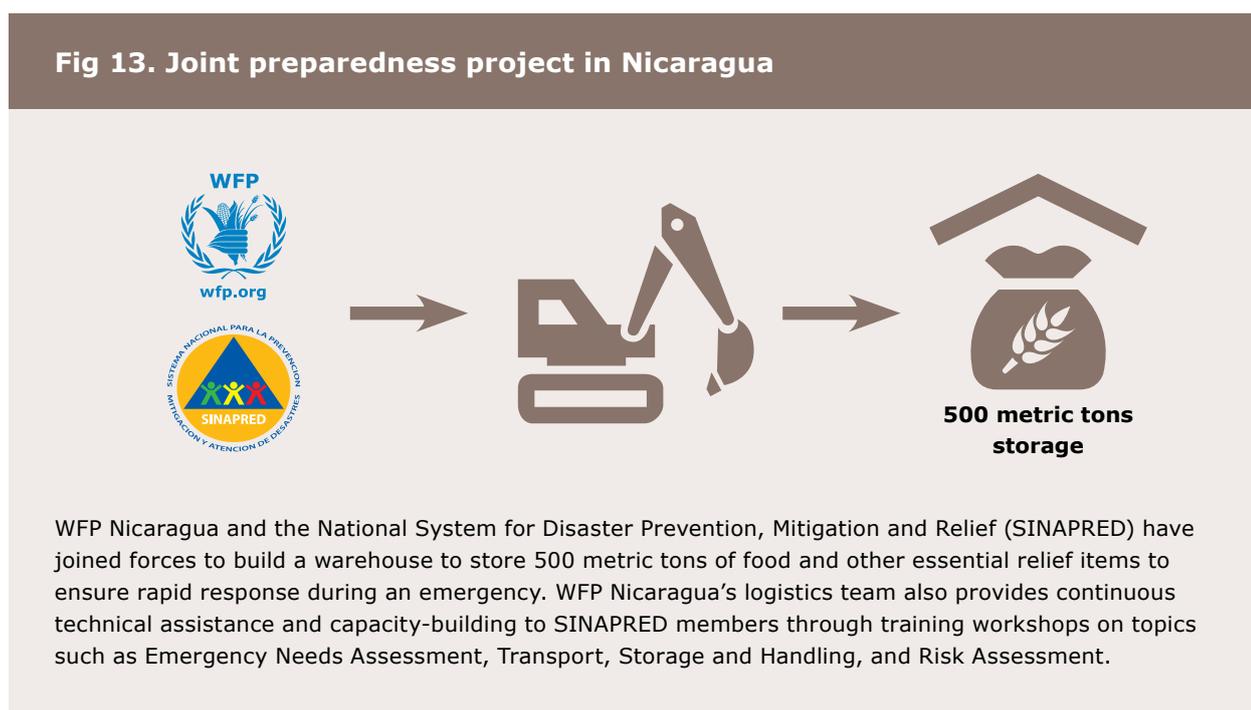
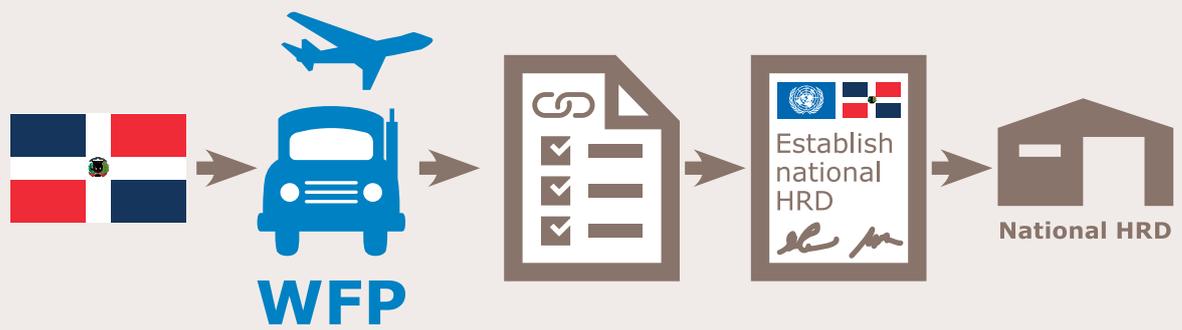


Fig 13. Joint preparedness project in Nicaragua



WFP Nicaragua and the National System for Disaster Prevention, Mitigation and Relief (SINAPRED) have joined forces to build a warehouse to store 500 metric tons of food and other essential relief items to ensure rapid response during an emergency. WFP Nicaragua's logistics team also provides continuous technical assistance and capacity-building to SINAPRED members through training workshops on topics such as Emergency Needs Assessment, Transport, Storage and Handling, and Risk Assessment.

Fig 15. Technical assessment mission in the Dominican Republic



The Dominican Government brought in the WFP's Regional Logistics team from Panama to assess their supply chain prior to establishment of a national repository for emergency relief items. A National Humanitarian Response Depot, based on the UNHRD model, will be created to support national and sub-regional emergencies, and allow for a smooth flow of duty-exempted goods.



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WFP food rations for IDPs in the Dummar suburb of Damascus, Syria, February 2014



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