

World Food Programme

WFP Logistics in 2012

Changing the Way We Deliver



World Food Programme

2012: Logistics at a Glance

- WFP distributed 3.5 million metric tons of food.
- Operated 60 Fleet workshops.
- Air-dropped 4,200 metric tons of food.
- Provided 63 humanitarian partners with bilateral logistics services, valued at US\$ 23 million.

On any given day WFP Logistics:

- Coordinates an average of 5,000 trucks, 30 ships and 50 aircraft.
- Manages a network of 650 warehouses around the globe.
- Manages 700 WFP-owned trucks.

Average cost to deliver food by:

- Sea US\$100 per metric ton
- Land US\$180 per metric ton
- Air drops US\$3,500 per metric ton

Special Operations

Projects	45
Funded (75% of amount needed)	US\$297 million

UNHAS

Country operations	12
Passengers	353,365
Organizations served	1,297
Destinations	270

UNHRD

Regional hubs	6
Non-food items and support equipment shipped	17,000m³
Countries served	60
Humanitarian entities who used UNHRD's services	50

Logistics Cluster

Active operations	9
Countries supported	18
Cargo moved	23,000m³
Organizations whose cargo was moved	>100
Staff trained on logistics-focussed issues from WFP, government and local humanitarian partners	471

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One of WFP's early food deliveries. Nepal 1968

Foreword



For decades, WFP has been developing its expertise in humanitarian logistics. But it did not begin this way. From the organization's establishment in 1962 up until the 1980s, development projects consumed 80 percent of WFP's resources. A robust shipping capacity formed the cornerstone of food delivery operations, as vessels carried commodities intended for developing countries around the world. In the mid-1980s, WFP gradually started to build its land transport networks; and, by the early 1990s, these networks thrived in more than 90 countries. Air operations received international recognition when WFP staged the longest-running humanitarian airdrop in history: 'Operation Lifeline Sudan' was launched in 1989, and involved airdropping more than 1.5 million metric tons of food.

Two further strategic shifts in the last 20 years changed the way WFP operated, and in turn, moulded Logistics to better support the organization's needs. The early 1990s saw emergency relief becoming the major area of WFP assistance. With each emergency, WFP's expertise in logistics grew and developed. During this period, WFP began to earn its reputation as a provider of logistics services for the humanitarian community.

From around 2010, another historic shift occurred within WFP. In response to a changing global environment and the heightened need for long-term hunger solutions, WFP launched a new strategic plan, aiming at the transition from food aid to food assistance. WFP diversified its food assistance tools to include innovative solutions, such as: issuing cash or vouchers in emergency relief; building community resilience through programmes like Purchase for Progress (P4P); and using new nutritious food items, particularly in relief operations.

The shift in WFP's strategy and changes in the humanitarian environment made it imperative for WFP Logistics to change. The Logistics strategy 'Driving the Supply Chain', which was launched in early 2012, emphasized four priority areas of focus and innovation: Emergency Preparedness and Response, Controls and Risk Reduction, External Service Provision, and Food Assistance Initiatives.

Good progress has been made with implementing change and innovation in logistics. WFP made significant advances last year in supply chain management by turning complex logistics and supply challenges during the Sahel crisis into opportunities to further strengthen our expertise. In order to ensure timely and efficient delivery of food assistance, we developed tools and systems that facilitated supply chain management, one example being a user-friendly dashboard of key operational data and indicators.

Other logistics priorities in 2012 were emergency response efforts in South Sudan, Syria and Yemen, along with large relief and recovery operations undertaken in Ethiopia and elsewhere. Through UNHAS, UNHRD, the Logistics Cluster and our bilateral services, we continued to act as a logistics service provider to the wider humanitarian community.

In 2013, we plan to further strengthen our core expertise in logistics to support the efficiency and effectiveness of all forms of food assistance. Adjusting logistics to WFP's different types of food assistance interventions will remain a priority, with new tools and capacity building for logisticians in areas such as Cash and Vouchers and the use of new nutritious foods. Another priority will be to strengthen WFP's logistics service provision, including support to local governments that want to improve their management of humanitarian relief operations. We will also continue to support the improvement of WFP's Supply Chain Management through enhanced tools, systems and evidence-based supply chain metrics.

Over the years, we have been fortunate to have support, which has made our work possible. For this, I wish to thank all of those who have played a role in helping us to deliver food to millions of people in need, namely the donor community, our stand-by and private sector partners, our countless implementing partners working at the ground level of WFP operations, and our exemplary staff who remain committed to the cause, even in the toughest environments and at the most dangerous of times. Thank you all for your continued support.

Wolfgang Herbinger, *Director, WFP Logistics*

How We Deliver

Shipping

In 2012, over half of WFP's food — about 2.2 million metric tons — travelled by sea. Nearly 75% was shipped to Africa last year, serving emergencies in eight countries across the Sahel region, and many others all over the continent.

On any given day, WFP has 30 ships at sea, carrying humanitarian assistance for distribution in more than 70 countries. We work with a specialized and reliable network of shipbrokers and freight forwarders, moving cargoes from 60 load ports to 75 discharge ports across five continents.

WFP's shipping team makes every effort to ensure that ocean transport saves time and money. In 2012, WFP directly contracted the ocean freight instead of accepting the best offer of food suppliers, reducing costs by a total of US\$12.5 million. In order to contract the right vessel at the right price, WFP ensures advance planning — thanks to both its in-house shipping expertise and a new finance mechanism, the Forward Purchase Facility (FPF).

FPF has supported WFP's emergency response, and it has particularly benefited shipping operations. WFP must normally wait for contributions to be received before food stocks can be purchased or vessels can be chartered, and this can result in higher shipping rates. Through FPF, WFP shipping experts are able to obtain better prices through the consolidation of deliveries on larger ships.

High seas savings for WFP

Many vessels were chartered last year in response to urgent needs during the Sahel crisis. In April, an urgent request came for a unique type of vessel that could immediately ship 24,000 metric tonnes of FPF cargo to various ports across West Africa. However, there was one catch: the precise discharge ports had not yet been decided, as regional priority needs were still evolving.

This shipping operation was further complicated by the fact that every port had different restrictions. For example, Doula in Cameroon only has the capacity to



accept smaller ships; certain large vessels cannot enter unless they have very little cargo on board. We therefore needed to find a particular type of ship that could handle a flexible discharge rotation at short notice. Because the cargo was coming from India, it would sail across the Indian Ocean and up along the coast of West Africa. The ship owner would have to be willing to discharge to a range of ports as diverse as Doula, Cotonou, Lomé, Tema, Abidjan or Dakar. On top of this, there were no specifications as to which port should be first or last. While this type of emergency scenario may be normal for WFP, it is unusual for the commercial shipping industry.

Within a month, WFP found the best vessel for the job and loaded in May. While at sea the rotation was confirmed, and WFP delivered life-saving assistance in response to the Sahel crisis to Doula, Cotonou, Tema and Lomé. Despite the challenges of this charter, WFP was able to deliver the cargo by July 2012. By opting for one large vessel instead of four separate smaller ones, WFP saved US\$30/per metric ton on this critical delivery. In addition to cost savings, lead times were reduced thanks to the FPF mechanism and WFP's shipping expertise.

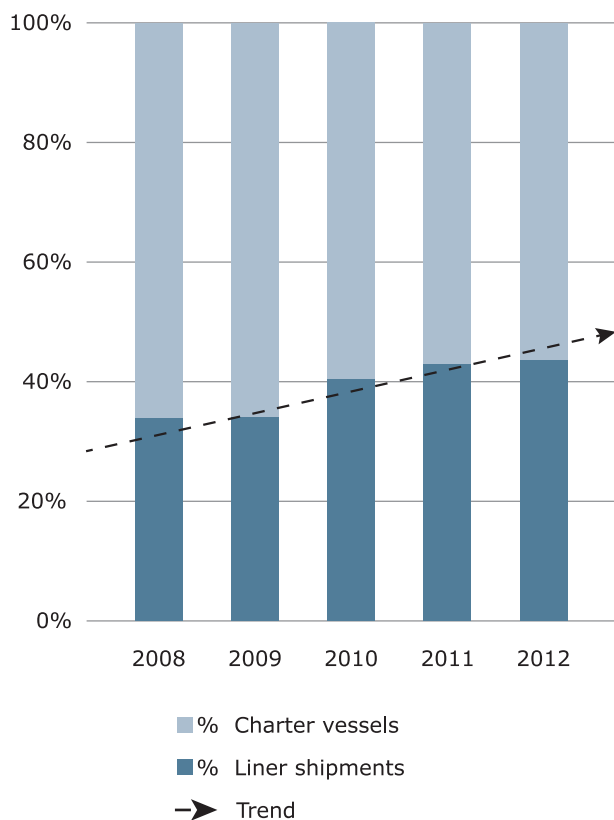
WFP's container bookings are increasing

WFP ships its commodities in two ways: in bulk or by containers. In shipping terms, 'charter' vessels carry bulk commodities, which are loaded unbagged and in large quantities into ships' holds, then bagged upon arrival at their destinations. WFP uses 'liner' services when transporting food by containers. When

commodities need extra care, such as refrigeration or humidity-control to prevent damage during transportation, containers can provide it.

The graph below shows a five-year trend of liner and charter bookings. In line with WFP's commitment to reduce chronic hunger and malnutrition, an upward trend in containers illustrates the increase in the procurement of nutritious and ready-to-use foods (RUSF). As these products require special care during handling and transport, WFP's shipping experts ensure the use of the right vessel for the right commodity.

Fig 1. Liner and charter bookings, 2008-2012



Aviation

When faced with blocked roadways, poor infrastructure, or communities affected by conflict or natural disaster, WFP turns to the skies.

Last year WFP used its aviation expertise in several emergency responses. In South Sudan and the Central African Republic, WFP organized a combination of

Air freight and passenger services

In 2012, WFP assisted its humanitarian partners by providing a vital air link to cut-off communities, bringing aid workers and relief cargo to affected populations through:

- 52 strategic airlifts
- 1,091 mt of cargo

airlifts and airdrops to reach cut-off communities. To ensure that food distributions could continue uninterrupted to the refugees who had fled fighting in Sudan's Blue Nile and South Kordofan States, WFP airdropped a total of 3,144 mt into refugee settlements at Yida and Maban in South Sudan.

In Central African Republic, conflict prompted thousands of people to flee to rural areas in the northeast of the country. With no means of reaching the vulnerable communities by road, a WFP airdrop delivered 345 mt of life-saving food assistance.

WFP's aviation experts continued to manage worldwide passenger air services through UNHAS, as well as a range of crucial services around the world – providing vital access to affected populations. The aviation team also offers a variety of air services available to humanitarian partners, such as third-party services, air freight and executive passenger services.

To make all of this work possible, WFP relies on a well-established operating structure:

- An independent and dedicated Aviation Safety Unit (ASU) performs continuous safety assurance, regulatory interactions, investigations, safety promotion, and registration of air operators. In 2012, 172 evaluations of air operators were performed.
- WFP Aviation's Quality Assurance Unit (QAU) has continued to review field operations using the Quality Management System (QMS). In 2012, four reviews were conducted, which resulted in 19 recommendations and has achieved a better level of services. By the end of the year most of the recommendations had been implemented.

- Building capacity among key stakeholders is a major element of WFP Aviation's footprint at the local level. Last year, ASU trainings were attended by a total of 274 staff from WFP and other UN agencies, NGOs, national governments, civil aviation authorities and others directly involved in WFP Aviation air services. The trainings ensure a high level of overall quality in the operations. Looking forward, they also form part of the WFP exit strategy: participants are empowered with new skills, fostering career opportunities and helping to develop local aviation industries.

The stand-by helicopter fleet: responding quicker

In recent large-scale emergencies, such as the Haiti earthquake of 2010 and the Pakistan floods of 2010, WFP helicopter assets were crucial in the delivery of relief items to affected populations who could not be reached by road.

However, helicopters are not always available where and when they are needed. Deploying helicopter assets around the globe is always costly — even more so in times of emergency. Valuable days are lost dismantling, freighting, reassembling and testing helicopters before they can be put into use. Furthermore, market competition tends to increase during emergencies, drastically increasing the price of air assets.

Thanks to a strategic fleet of two stand-by helicopters based in Entebbe, Uganda, WFP is able to respond quickly and efficiently. These helicopters can be deployed at 24 hours' notice, and, from this geographically central location, are poised to reach all of continental Africa, and as far as Pakistan and Madagascar. They can carry essential food assistance and cargo, are well-equipped to transfer humanitarian workers to the most hard-to-reach places, and can perform medical evacuations. The stand-by fleet is mainly funded by ECHO. When not on emergency deployment the helicopters are made available to the humanitarian community on a cost-recovery basis.

During 2012, the stand-by fleet proved to be a strong asset on the frontlines of humanitarian response in Africa. It provided support to emergency interventions in Central African Republic (CAR), Democratic Republic of Congo (DRC) and South Sudan through the transportation of humanitarian personnel, food and relief cargo. It also performed medical and security evacuations for UN and NGO

staff, most notably in DRC following rebel advances and growing insecurity in the east. Last year, the stand-by fleet transported over 3,000 passengers and 186 mt of cargo, and conducted 281 evacuations.

Surface transport

The last leg of WFP's supply chain usually consists of surface transport. Surface transport is not confined to trucking food to its final destination by road — often it also involves river barges, trains and even animals to accomplish this sometimes Herculean task.

WFP relies on the expertise and local knowledge of more than 2,500 logisticians, managing the last leg of delivery in over 70 countries. The ability to go that final mile has earned WFP its reputation as the world's leading humanitarian logistics organization.

As 96 percent of this 'final mile' is by road, WFP requires an extensive land transport network. We operate approximately 5,000 trucks on any given day. Where possible, local transports are contracted, but in situations where security or lack of sufficient trucking capacity prevents this, WFP uses its own fleet.

In 2012, WFP's fleet of around 700 trucks were assigned to more than 20 country operations worldwide. In many of these countries road infrastructure is poor. In such places, it takes a certain kind of all-terrain vehicle to navigate the cratered tracks and dense jungle roads.

For this reason, we have made fleet optimization a top priority. 2012 brought significant advances, enhancing the operational efficiency of WFP-owned fleets.

Building regional truck fleets for emergency response

Heavy-duty trucks allow WFP to bring food along humanitarian corridors all over the world, making roads the lifelines for millions of beneficiaries. In emergency situations, already poor roads often deteriorate; sometimes WFP's own trucks are the only ones that can reach isolated populations.

In the past, finding suitable trucks for difficult conditions has been a challenge, especially when they are not available from local transporters. As part of a global initiative to enhance emergency response capacities, WFP has created two regional truck fleets to support WFP transport capacity in East and West

Fig 2. Where WFP-owned trucks are located



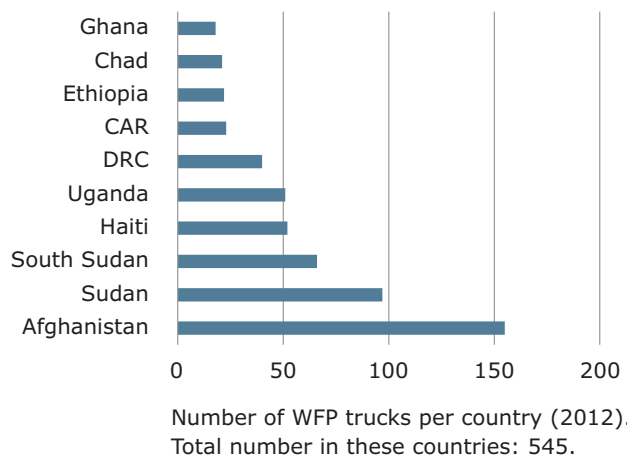
Base map: UN Department of Field Support, Cartographic Section

Africa. Through the reallocation of WFP-owned truck surpluses throughout these regions, fleets have been established in Kampala, Uganda and in Accra, Ghana. On stand-by and ready for deployment, a total of 65, fully operational trucks can be sent to any of the countries in the West and East African regions within five days of receiving a request. In 2012, trucks from the regional fleets were deployed, assisting emergency operations in South Sudan and across the Sahel.

Bringing fleets to regional hubs has brought down costs. The pooling of these costs among a group of WFP offices means that no individual office incurs the full expense of owning and maintaining a fleet.

Speaking about achievements, Project Manager Thomas Goransson of the Kampala fleet emphasized the importance of team work: ‘Without the continuous dedication of WFP’s staff in Uganda, Ghana, and in HQ, as well as in-kind support from the Swedish Civil Contingencies Agency (MSB), this would not have been possible’.

Fig 3. Number of trucks in the top ten countries hosting WFP’s fleet in 2012



Maximizing WFP's fleet assets

WFP-owned fleets are valuable assets. Ensuring that they are properly maintained and managed requires skilled staff and complementary systems. Through a centralized fleet management tool called FleetWave, WFP has achieved substantial cost-savings — amounting to approximately US\$2.2 million in 2012.

Through FleetWave, fleet experts evaluate the average transport rate of each WFP vehicle, i.e. how much it costs to deliver one metric ton per

kilometre. Staff in the 60 WFP workshops around the world analyse the transport rate for each and every vehicle in their fleet — about 700 trucks globally — and input these data into FleetWave. By regular monitoring, staff can locate individual vehicles that have high operating rates. They investigate, checking for maintenance problems and consulting with the driver. As a result, the average cost per metric ton per km dropped by 70 percent in just one year.

Logistics operating costs

In 2012, WFP operated a logistics budget of US\$ 986 million to transport food to over 70 countries, which includes not only land, air and sea transport, but also warehouse rentals, storage and handling. All of this accounts for around 20% of WFP's entire budget. Nearly 80% of WFP's transport expenditures are for movement by road, followed by ocean transport and a fraction by air.

Fig 4. How WFP moves food

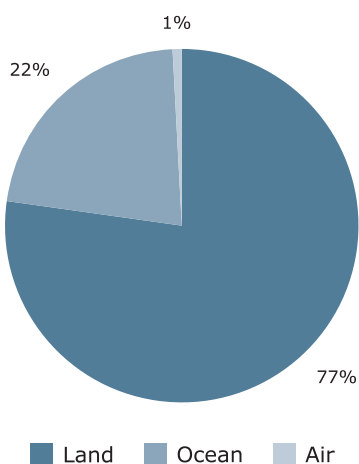


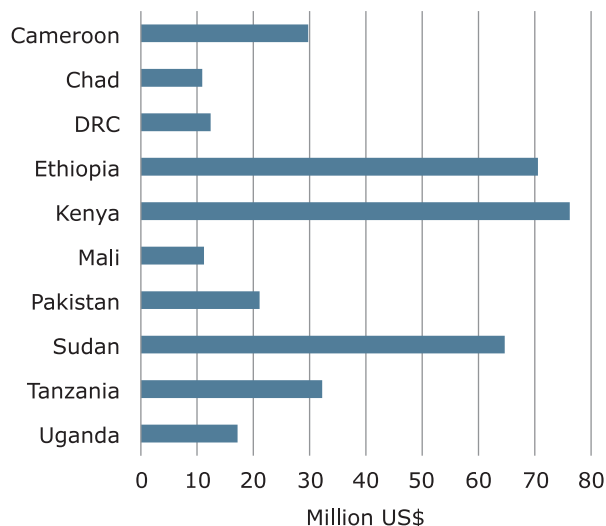
Fig 5. How much does transport cost?

Land:	US\$762 million
Ocean:	US\$214 million
Air:	US\$11 million

Economic benefits to developing countries

Wherever possible, WFP makes use of local land transporters. In 2012, a total of nearly US\$350 million was spent in the developing economies of the ten countries listed in Figure 6.

Fig 6. Examples of WFP expenditure on local land transporters in 2012



Why WFP transport costs vary

In 2012, the average rate to transport one metric ton of food assistance — or 20 bags weighing 50kg each — overland was US\$180. Transport costs include the journey that a bag of food must make from the moment it arrives at the nearest port or point of procurement, all the way to its final destination. In some countries, food has to travel particularly long distances, and this drives up transport costs. For example, food destined for South Sudan normally arrives as ocean freight at the port in Mombasa, Kenya. From there, it must cross Kenya, and sometimes Uganda, before it reaches South Sudan. Once there, the lack of infrastructure often requires special all-terrain trucks to be available to bring the food further in-country.

High transport costs

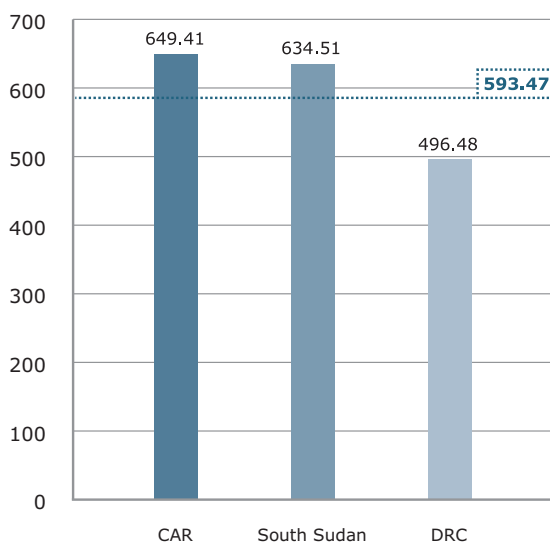
In humanitarian logistics, transport costs vary considerably, and can be very much higher than in

non-emergency contexts or in countries with a developed infrastructure. The life-saving nature of assistance leaves few options in the short term. Countries with high transport costs often share similarities — see box below. Some of WFP's highest transport costs are incurred in Central African Republic (CAR), South Sudan, and Democratic Republic of Congo (DRC). In these countries, the average cost to transport one metric ton during 2012 was US\$593.47. WFP works to bring down these costs through supply chain corridor optimization, use of the Forward Purchasing Facility, and selected investments in the transport infrastructure such as through the Special Operation on Roads in South Sudan.

Low transport costs

In certain countries — such as Cameroon, Malawi and Yemen — it cost an average of US\$117.74 to move one metric ton of food in 2012. The box below lists the common factors shared by developing countries with relatively low transport costs.

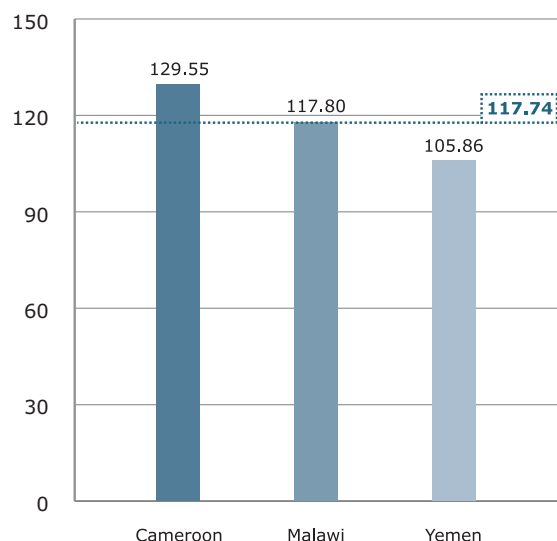
Fig 7. Transport costs in CAR, South Sudan and DRC in 2012 (US\$)



Common Factors of High Transport Costs

- Landlocked countries with long overland corridors
- Large territory and poor infrastructure
- Lack of sufficient commercial transport capacity
- Limited scope for local procurement of food commodities
- Unstable security situation

Fig. 8. Transport costs in Cameroon, Malawi and Yemen in 2012 (US\$)



Common Factors of Low Transport Costs

- Proximity to a sea port
- Infrastructure is well developed
- Local transport capacity is abundant
- Food can easily be procured locally or regionally, bringing down transport costs
- Distribution costs are low and, in some cases, paid by partners

Assisting the Humanitarian Community

UNHRD 2012 at a glance

50
humanitarian users

300
shipments worldwide

60
countries served

17,000
cubic metres of relief goods transported

Top 5 items dispatched in 2012

1. Mobile Storage Units
2. Prefabricated offices/ accommodations
3. Tents
4. Medicines and medical supplies
5. Blankets

The United Nations Humanitarian Response Depots

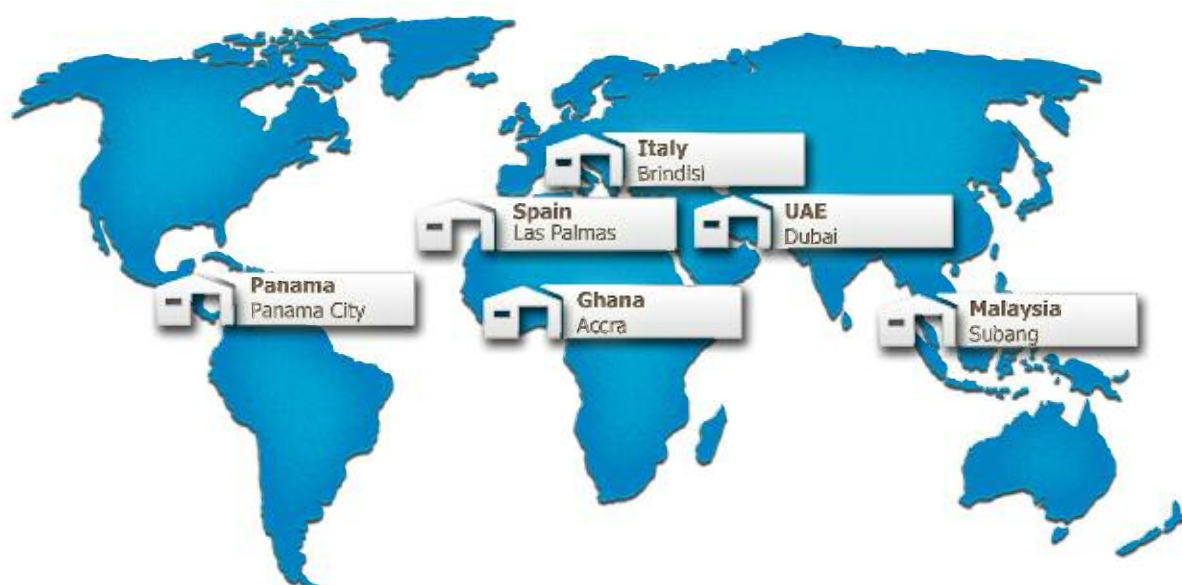
In 2012, the UNHRD Network managed over US\$87 million worth of non-food items on behalf of its partners in five locations worldwide. With over 17,000 cubic meters of relief goods dispatched through 300 shipments to 60 countries, the value of the cargo procured and logistics services provided to humanitarian partners amounted to US\$28 million.

Key interventions in 2012 included emergencies in Burkina Faso, Mali, Mauritania and Niger, during which UNHRD Ghana dispatched 26 consignments of medicines, supplementary food and shelter items in response to the Sahel crisis.

UNHRD Dubai and Brindisi facilitated over 65 shipments to support relief efforts in the Syrian crisis.

In collaboration with the Government of Spain, an additional strategic depot was established in Las Palmas to enhance emergency response in Western Africa and the Americas.

Fig. 9. The UNHRD network



UNHRD also fostered partnerships to support regional emergency preparedness. In Asia, UNHRD entered into an agreement with the Association of Southeast Asian Nations (ASEAN) in support of its disaster preparedness and response capacity. The UNHRD's facility in Subang, Malaysia is now managing a designated stockpile of relief items for Southeast Asia.

Focus on: Syria

Due to the challenges faced by hundreds of thousands of Syrians in need of most basic requirements such as food, shelter and urgent medical care, humanitarian assistance was critical. Moving supplies into a volatile and often unpredictable operating environment requires a swift response and good planning. UNHRD Dubai provided both in 2012, ensuring dispatch of emergency

stocks and supplies within less than 48 hours of receipt of requests. Being strategically located, UNHRD Dubai delivered a total volume of 7,400 cubic meters of non-food items on behalf of 19 partners. Major users of the Dubai hub included the World Health Organisation (WHO). Responding to the health crises throughout Syria, WHO requested the dispatch of 150 metric tons of vital shipments of emergency health kits, trauma kits and surgical supply kits from their stockpile in Dubai. Another major user of the Dubai UNHRD was IrishAid, who sent 180 metric tons of blankets, tents, mattresses, kitchen sets, jerry cans and other goods for the Syrian people.

Since the beginning of the Syria conflict in March 2011, UNHRD Dubai has facilitated the delivery of 46 shipments of relief items, with a total value of US\$3.8 million.

The United Nations Humanitarian Air Service

In times of natural disaster and conflict, communities easily 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 humanitarian supplies and personnel to where they are needed. Managed by WFP, the United Nations Humanitarian Air Service (UNHAS) provides efficient and reliable common air services to the entire humanitarian community upon request of the UN Country Team.

In 2012, UNHAS transported 353,365 passengers and 1,958 mt of cargo for 1,297 humanitarian organisations operating in Afghanistan, Central African Republic, Chad, Democratic Republic of Congo, Ethiopia, Ivory Coast, Mauritania, Niger/Mali, Somalia/Kenya, South Sudan, Sudan and Yemen. Serving as the only humanitarian link to many remote and insecure destinations around the world, UNHAS used an average of 50 aircraft per month to provide access to vulnerable and fragile populations in more than 270 destinations.

A humanitarian lifeline to millions

Anyone who has flown in an UNHAS aircraft has probably noticed a few things. Airstrips are often found in dusty or remote locations. Booking in advance is essential because, most of the time, flights

UNHAS 2012 at a glance

12
country operations

1,297
humanitarian organizations served

1,958
metric ton of cargo transported

353,365
humanitarian passengers transported

are full. Conversations can be overheard from aid workers who are on a range of different missions. Whether a volunteer doctor working for MSF, a clean water specialist from Samaritan's Purse or an emergency response coordinator from WFP, each one has something in common: they've come to help, most often in response to a dire or perilous humanitarian situation.

This is certainly true in Darfur, the western region of Sudan, which hosts one of UNHAS' largest operations. Around 150 organizations depend on UNHAS to bring them to 60 locations across the region. Plagued by a decade-long conflict which continues to displace local communities, efforts to reach beneficiaries are compounded by insecurity and poor infrastructure. Combine this with the vast distances which define Darfur, and the journey by road is precarious, to say the least.

In Sudan there is no reliable air transport provider that is compliant with both International Civil Aviation and UN standards, and so UNHAS remains the only humanitarian lifeline for millions. This couldn't be more noticeable: roughly 45,000 people from 150 organizations flew UNHAS in Darfur in 2012.

'UNHAS plays a critical role in providing a safe and reliable air service for humanitarian workers in Sudan. It enables aid workers to reach some 60 locations across the western region of Darfur which is where the UN and its partners are working to deliver humanitarian assistance.

It is unimaginable that the UN and its partners would ever be able to deliver assistance to close to 4.3 million people in Sudan without the support of UNHAS. UNHAS is a sign of access, guaranteed delivery of assistance and a safe journey. UNHAS's services are worth every form of support to enable it to continue meeting the humanitarian needs in Sudan.'

UN Resident Representative and Humanitarian Coordinator, Sudan

Table 1. Performance overview of UNHAS Special Operations in 2012

Country	Chartered Aircraft	Hours flown	Pax	Cargo (mt)	Evacuations	Number of destinations	Humanitarian entities served
Afghanistan	2	2,417	26,550	75	28	12	160
CAR	2	2,157	14,472	175	218	27	40
Chad	4	4,268	65,053	179	115	17	100
DRC	4	3,978	32,506	227	18	28	204
Ethiopia	3	2,633	10,381	30	45	9	40
Iraq	1	151	1,106	39	0	6	33
Ivory Coast	1	722	5,963	79	9	5	45
Niger/Mali	2	2,210	19,329	57	22	9	80
Mauritania	2	699	3,700	15	5	6	40
Somalia	7	6,588	37,776	271	15	30	100
South Sudan	13	9,360	88,224	396	110	60	230
Sudan	8	5,777	44,731	229	64	60	150
Yemen	1	90	346	0	0	4	15
Global	3	700	3,228	186	281		60
Total	53	41,750	353,365	1958	930	273	1,297

The Logistics Cluster

In 2012, the Logistics Cluster supported humanitarian logistics activities globally, including in DRC, Mali, Somalia, South Sudan, the Philippines and Yemen. The Global Logistics Cluster Support Cell (GLCSC) staff spent over 800 days deployed, during which they supported active Cluster operations, carried out assessments and supported preparedness activities. Three trainings were conducted to support organisations including ACF, CRS, IOM, MSF, RedR, World Vision, and UNICEF. In addition, the Logistics Cluster became the first cluster to undergo an independent evaluation, conducted jointly by UNICEF, WFP and the government of the Netherlands.

Focus on: South Sudan

Last year the Logistics Cluster continued to support the humanitarian community's efforts to access those in need of assistance in South Sudan by providing logistics and coordination services. The Logistics Cluster provided air, road and river transport and/or coordination services to 93 partners in eight of South Sudan's ten states.

The unpredictable environment of South Sudan necessitates a considerable amount of logistics planning. Insecurity and poor infrastructure remain ever-present challenges to operations, while the annual rainy season impedes the delivery of assistance, often requiring a re-tooling of the logistics strategy.

In 2012, flooding rendered many areas inaccessible, and vulnerable communities — particularly the refugee camps in Jonglei and Upper Nile States — could not be reached by road networks. In Jonglei, thousands were displaced, and rising water levels caused the health situation to rapidly deteriorate. With no way of reaching these communities, several NGOs requested the Logistics Cluster's assistance in airlifting relief items — such as medical kits and supplies, blankets, WASH commodities and mosquito nets — into Lankien, Ayot County in Jonglei. Using Logistics Cluster-contracted Mi8 helicopters, 6.4 metric tons of emergency supplies and personnel were transported on behalf of MSF-H and TearFund to the affected areas in less than 24 hours.

By August of last year, another area of South Sudan was rendered inaccessible by all types of land transportation. Located in Unity State, Yida hosted a

refugee settlement of over 60,000 people who had fled from conflict in the Republic of Sudan's South Kordofan State. Due to the poor road conditions and the remoteness of Yida camp, the humanitarian community was only able to gain access via air transport. From March until December 2012, in partnership with WFP Aviation, the Logistics Cluster deployed two Mi8 helicopters, and one fixed-wing aircraft, to transport life-saving relief items to over 20 locations across South Sudan.



Beneficiaries in Yida watch as the Logistics Cluster helicopter is offloaded.

Logistics Cluster 2012 at a glance

9
active operations

18
countries supported

Over 23,000m³
cargo moved in Somalia
and South Sudan on behalf
of over **100** organizations

Over 86,000
litres of petrol and
181,000 litres of diesel
distributed to **33**
organizations in Yemen

Service Provision

As well as common services provided through UNHAS, UNHRD, and the Logistics Cluster, WFP offers innovative logistics solutions requested by humanitarian partners such as NGOs and UN agencies. With a presence in more than 70 countries, WFP delivers aid and relief on behalf of partners when and where it is needed. The organization is able to do so thanks to its extensive experience in humanitarian logistics, supported by more than 2,500 skilled staff with unrivalled local knowledge. WFP's range of logistics services spans the entire supply chain, from shipping to land transport to aviation.

Specifically, WFP provides:

- innovative shipping and chartering solutions;
- land transport and storage services; and
- a range of air services, including third party services, air freight and executive passenger services, and medical or security evacuations.

In 2012, WFP provided logistics services in 18 countries, with customers that included, among others: DFS, MSF, Mercy Corps, UNDSS, UNHCR and UNICEF. The number of WFP's customers grew by 50%, rising from 42 in 2011 to 63 in 2012.

Focus on: Mozambique

Sometimes WFP is the only institution in a country with the structure and systems in place to provide logistics services to the humanitarian and development community. This is the case in Mozambique, where WFP has 11 partners including a donor, the government, UN agencies, and local and international NGOs — all of whom rely on WFP for services such as land transport, central storage and port operations.

Because most organizations are located in the capital, Maputo, they do not have the regular field presence required to procure and oversee operations elsewhere. WFP is able to help, thanks to a strong logistics presence throughout the country and an extensive roster of external suppliers, including transport and storage, which WFP procures through the private sector — roughly 70 companies in 2012. Due to solid logistics contracting procedures, which emphasize market knowledge and structured rate negotiations with providers, WFP is able to obtain competitive

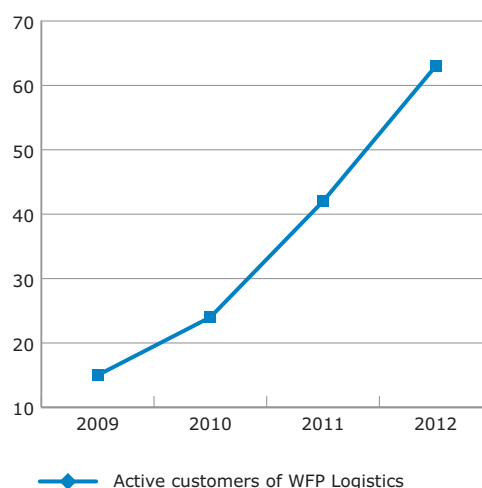
Logistics service provision in 2012 at a glance

63
humanitarian customers

18
countries

23 US\$ million
service portfolio value

Fig 10. Number of WFP Logistics service provision customers, 2009-2012



market prices. Ensuring that each request is handled as quickly as possible, so as to avoid any extra costs, requires a considerable level of supervision by logistics service providers. Because of WFP's experience in contracting external suppliers in Mozambique, we can provide guidance to local humanitarian partners on how to keep costs down.

Provision of logistics services in Mozambique is also benefiting the humanitarian and development community in other ways. In the last two emergencies, partners who had prepositioned relief items with WFP were able to send the stock to beneficiaries within 24 hours of request. This inter-agency way of working has also helped to improve coordination in working relationships between partners. There are also financial benefits. By combining the logistics requirements of all participating humanitarian partners, service provision

allows WFP to share costs, which is advantageous for all. Lower operational costs have allowed WFP to secure more competitive prices and higher quality facilities and services, and we have been able to retain more specialized staff.

In Mozambique, there are many new initiatives aimed at increasing harmonization and coordination in the

humanitarian and development sector. Thus, the country serves as an example of the successes and efficiency that can be achieved through inter-agency coordination by building on the comparative strengths of the various UN agencies.



WFP has been contracted to move thousands of pieces of heavy equipment, mobile offices, and vehicles from Sudan to South Sudan for the United Nation's Mission to South Sudan (UNMISS).

Supply Chain Innovation

Virtual tools support management of the supply chain

During the Sahel emergency, WFP faced a massive supply chain challenge. Each month, up to 100,000 metric tons of food commodities needed to move through multiple corridors to ensure that around 10 million people across eight countries were reached with timely humanitarian assistance. To ensure that this happened, monitoring and management of the entire WFP supply chain was more important than ever.

Benefitting from an advance financing mechanism and the increased funding made available for the Forward Purchasing Facility, a specialized Supply Chain Working Group was piloted. Strategies and plans based on continuous analysis were developed by the group, and constraints, risks and opportunities were proactively addressed.

This improved approach to supply chain management became possible due to the development of state-of-the-art information management tools, such as interactive supply chain maps and supply chain management dashboards. Developed by Logistics,

these tools form an integral part of WFP's larger supply chain management strategy, and greatly assist in timely decision making, ensuring uninterrupted supplies in the most cost-efficient way possible.

Interactive supply chain maps

A unified view of the entire supply chain is critically important – from monitoring food arriving by sea, through current stock levels in the region, to the locations of warehouses storing food stocks. During the Sahel emergency this was particularly important, given the regional disposition and the large distances required to deliver food across many countries. Launched in 2012, new interactive supply chain maps can display available ports and their average capacities, map out possible land corridors and calculate the estimated time it might take to go from one port to a specific warehouse.

Figure 11, below, shows an example of interactive maps used for the Sahel emergency. This particular map provides a overview of the affected region, showing main ports, key corridors and WFP warehouses. More in-depth data such as food stocks per country/region and en-route cargo can also be viewed, which is key to ensuring streamlined operational information.

Fig 11. The interactive logistics mapping system



Supply chain management dashboard

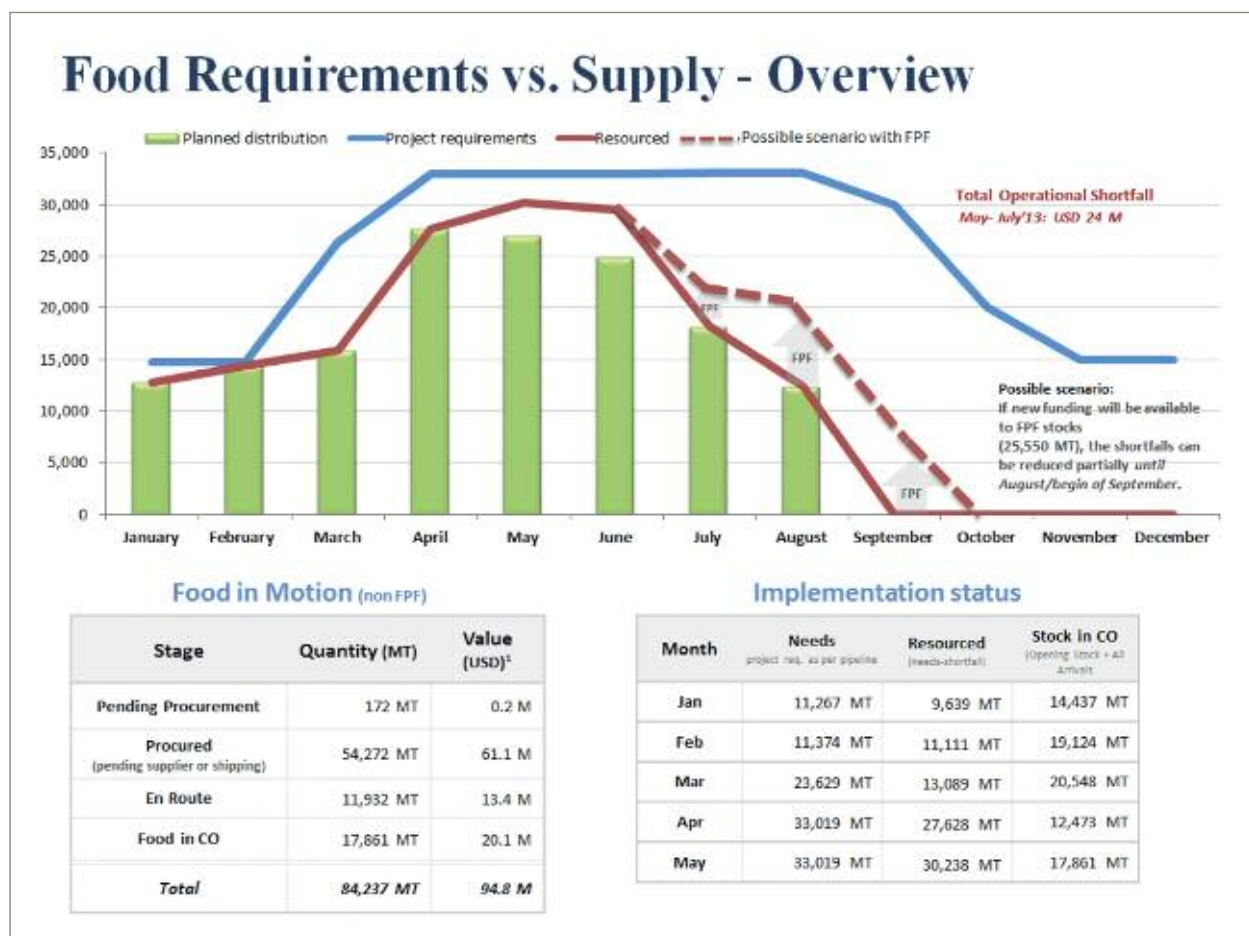
The supply chain dashboard provides managers with an up-to-date global overview of a range of areas that can affect operations. Data from Logistics, Finance, Procurement, and Programme is summarized in a single visualization, meaning that a larger operational picture can be viewed on a 'dashboard'.

For the Sahel emergency, this was particularly important as it included updates on, for example: funding status, overall food requirements versus supply, shortfalls, an overview of logistics networks and corridors statuses, Forward Purchase Facility

commodities, and the procurement plan. A dashboard was designed to enable users to see at a glance the various aspects of the WFP supply chain from needs, through sourcing, to distribution.

This proved to be a valuable tool in operational management and strategic planning. For example, being aware of upcoming shortfalls of food in certain countries in the Sahel ensured that WFP management across all areas of the organization were equipped with the information they needed for effective decision making. This scenario is explained in the graphic below, which was one of several used during the Sahel response.

Fig 12. The supply chain management dashboard



Improving the management of WFP's food supply chain through LESS

A new system is set to transform the way that WFP manages its global food commodities. For the first time, all of WFP's food supply chain information will be brought together on one common platform: the Logistics Execution Support System (LESS).

At the moment, information on commodity movements, their value and how they are being transported is available in separate systems. LESS will change that by bringing all of this data together and making it available in real-time.

This means that LESS will put the entire WFP network online — over 650 warehouses and hundreds of countries, ports and sub offices. The real-time feature will allow WFP to manage the entire food supply chain, from the moment food arrives in WFP's hands until it is sent off for delivery.

As an integrated supply chain management, inventory accounting and real-time tracking platform, LESS will bring significant improvements to WFP's core business.

LESS will help WFP to become more effective, cost-efficient and accountable because:

- ease of monitoring financial and commodity information will allow WFP to better manage contracts with external providers regarding receipt, transportation and final delivery of food;
- detailed supply chain information will enable better planning and monitoring of stock levels and lead times along the supply chain, ensuring that the right food is available to the right people at the right time;
- expiry dates and other commodity-specific information will help to strengthen commodity management and mitigate against losses;
- funds utilization and stock movements will be synchronized, enabling improvements in resource management;

- internal controls will be strengthened through LESS by maintaining an audit trail on all transactions performed and ensuring WFP's compliance with International Public Sector Accounting Standards (IPSAS).

Moreover, by being able to trace individual batches of food according to their specifications and production dates, whether they are specialized nutrition products or staple commodities like cereal and flour, WFP will be more able to ensure food safety.

Finally, an independent external review concluded that LESS will bring 'value for money', and recommended roll-out, over a three-year period, in all countries that host WFP operations.



The LESS system will enable WFP to better monitor and manage food commodities like these in Goma, DRC, and anywhere else in the world.

WFP's Executive Director on LESS

'LESS has empowered WFP country offices in Liberia and Sierra Leone, and their remote sub-offices and warehouses, with real-time supply chain management and commodity reporting capabilities. As two post-conflict countries, they are not the simplest places to deploy high-tech solutions, reaching far beyond the capitals. LESS accurately accounts for every kilogram of food; it records supply chain transactions all the way to the beneficiaries' own neighbourhoods. Extending this powerful capability throughout WFP will dramatically boost our efficiency and accountability.'

Ertharin Cousin,
Executive Director, WFP



A truck is loaded with food at a WFP warehouse in northern Afghanistan.

Capacity Development

Ensuring that WFP maintains its expertise in emergency response is a key priority.

WFP Logistics has undertaken several capacity-building initiatives aimed at developing the response of the humanitarian community. In 2012, WFP's Logistics Development Unit trained nearly 500 people from local governments, international humanitarian agencies and WFP itself. Expertise has been enhanced through supply chain management courses requested by host governments, the Logistics Cluster's bi-annual emergency response training for humanitarian logisticians, and trainings to build core logistics skillsets such as the management of port and warehouse operations. Further trainings have also been conducted and managed by WFP's regional and country office logistics experts.

As well as these capacity development activities, much more is done at the country level, in close collaboration with national authorities and through long-term projects. Two examples from Ethiopia and the Philippines illustrate this work.

Ethiopia: sharing logistics expertise in supply chain management

Globally, Ethiopia is the largest recipient of humanitarian food aid. WFP's main partner in Ethiopia is the Government's Disaster Risk Management and Food Security Sector (DRMFSS), which is responsible for transporting food to some 1,500 locations every six weeks, as well as managing all the humanitarian commodities that will be delivered. Given the challenges brought about by the scale and complexity of this operation, DRMFSS enlisted the assistance of WFP to help improve the humanitarian supply chain. In 2010, WFP and the Government of Ethiopia, through DRMFSS, launched an initiative called the Food Management Improvement Project, which focuses on improving systems, processes and staff skills throughout the supply chain.

Of the project's five main components, transport contracting was a big challenge. Until recently, a

separate tender was launched each time transport was required, so that at least one transport tender was released every working day. Over 300 tenders were handled per year, each covering 70 to 80 locations and about 20 transporters. Due to the sheer volume of data that had to be managed in the bidding process, analysis was difficult and rates fluctuated drastically, resulting in a huge impact on operations. With the support of WFP through FMIP, the contracting process was streamlined. Tenders were issued once every six months, and contracts were issued per district, instead of per specific location.

Immediate operational gains were apparent: improving relationships with the transporters through regular meetings resulted in enhanced coordination, and delivery times were reduced, on average, by two weeks.

Commodity management is another important component, which is ongoing. It includes standardization of processes and all documentation to be used throughout the country. Through a thorough mapping of the government supply chain, a detailed commodity management manual was created and is set to be launched in 2013. 60 staff from different levels have been trained in various disciplines — from executive workshops, where attendees include heads of agencies, to 18-month, certificate-style trainings for managers in the supply chain.

Future plans include the roll-out of a commodity tracking system that will connect federal offices, hubs, and regional governments, allowing commodity monitoring throughout the supply chain.

The Philippines: improving relief item management for emergency response

During a sudden-onset emergency, proper management and dispatch of relief items are vital to rapid response. In the Philippines, this area was identified as a priority by the Government's Department of Social Welfare and Development (DSWD). Working with WFP, they identified a gap in the way that relief items were handled in government-



Casual labourers unload bags of sorghum in Yida, South Sudan, which were distributed to Sudanese refugees living at the camp.

managed warehouses in the period before, during and after a disaster. Through close collaboration between WFP and DSWD, the Relief Goods Inventory Monitoring System (RGIMS) was conceived and developed.

As an innovative and real-time IT solution, the new system was designed to address many of the relief item management issues previously faced at the national level. It ensured the availability of up-to-date inventories and proper documentation of all procured and donated food and relief supplies, and included expiry dates and stock levels. WFP also provided training to ensure that warehouse staff were well-versed in the best practices of inventory management, and ready to respond at a moment's notice. Modern IT tools and features also allowed for monthly reports to be generated easily, showing country-wide supply levels in real-time.

At the end of 2012, the RGIMS was successfully put to the test in a real disaster. In December, Typhoon Pablo hit the Philippines, causing serious flooding and displacement in the Compostela Valley region of Davao Province.

Previously, DSWD officials were faced with the same question in every disaster: 'What do we have in our inventory that can be immediately dispatched?'. The RGIMS will now provide them with immediate answers.

'I believe the RGIMS will translate into more efficient planning, resource management and mobilization, on the part of the DSWD and the national government in terms of disaster-preparedness.'

Assistant Secretary Javier Jimenez,
DSWD, Government of the Philippines

Special Operations

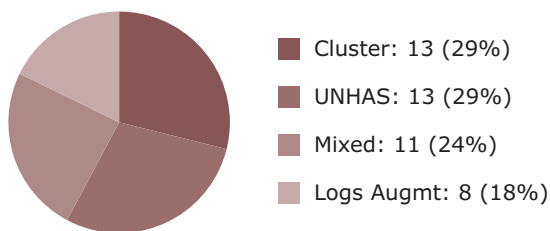
In addition to trainings and capacity development projects, logistics expertise is also shared and transferred through Special Operations (SOs).

WFP implements SOs when transport infrastructure needs to be rehabilitated or enhanced, or common services are required by the humanitarian community. Such services include those provided by the United Nations Humanitarian Air Service (UNHAS), the Logistics Cluster, Emergency Telecommunications Cluster (ETC) and the Food Security Cluster.

WFP implements four main types of SO:

- Cluster (common services or coordination provided to partners, such as Logistics Cluster, ETC, and Food Security Cluster);
- UNHAS (common air passenger services for the humanitarian community);
- Logistics Augmentation (road construction, port rehabilitation, etc.); and
- A mixture of two or more activity types.

Fig 13. Number of SOs in 2012, by type



The number of SOs has grown considerably in the past decade, and funding contributions have steadily risen, mirroring this increase. In 2012, the total value of the project category was worth US\$1,038 billion, of which 62.5% (US\$ 648.8 million) was funded.

A breakdown of active SOs in 2012 by category is shown in Figure 13.



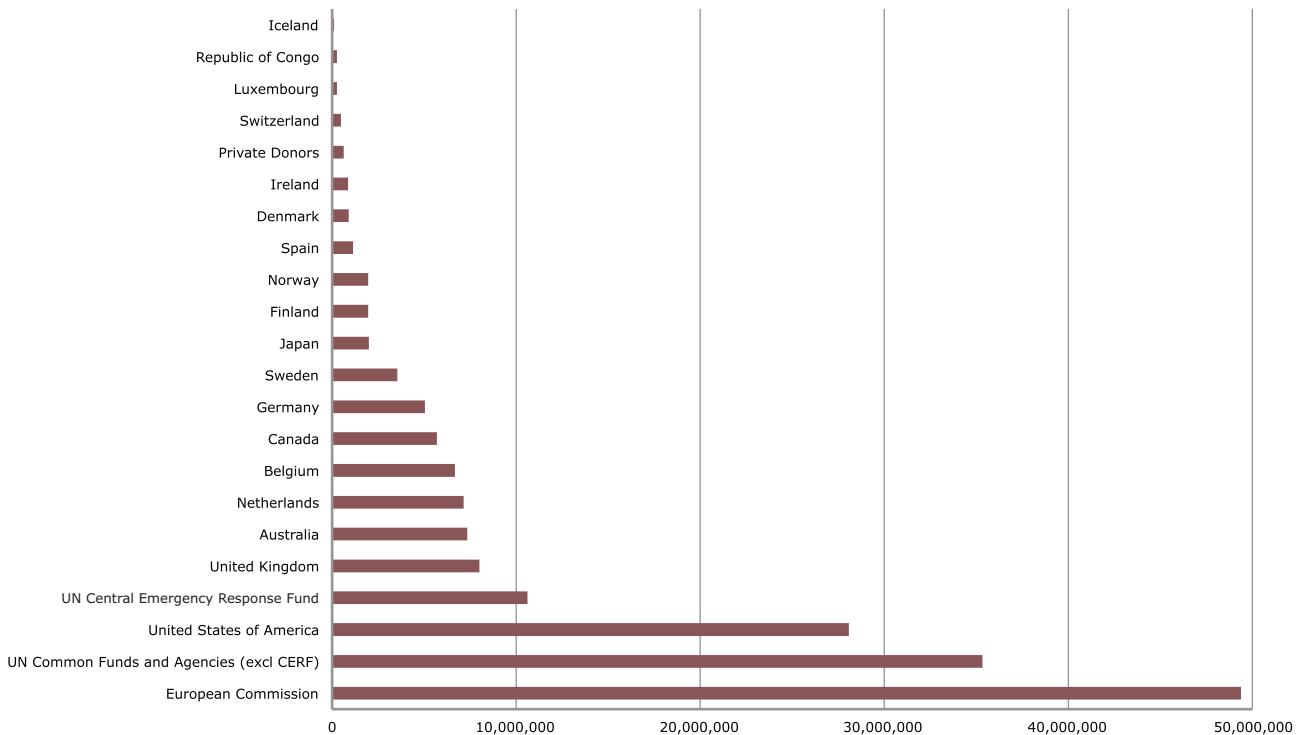
A WFP convoy crosses a river in South Sudan to deliver food assistance to remote and cut-off communities.

Donor support for WFP's Special Operations in 2012

In 2012, WFP received a total contribution of US\$177 million from donors, including UN CERF and common UN funds.

Without these generous donations and continuous support from our partners, this work would not have been possible. Thank you.

Fig 14. Contributions for WFP Special Operations in 2012 (US\$)



Strategic Special Operations

To build national and regional transport infrastructures or local technical capacities, WFP launches Special Operations (SOs), whose length can range from a few months to several years, and are created in close collaboration with the host government. Two examples of this work can be found in South Sudan and Somalia.

South Sudan: investing in the mobility of a nation

South Sudan is one of WFP's most complex operations, involving many operational challenges. For instance, the country's poor road infrastructure has a serious effect not only on the delivery of humanitarian assistance, but also on the mobility of its citizens.

Started nearly 10 years ago as a close collaboration between WFP and Sudan's Ministry of Transport and Roads (MTR) to improve the infrastructure within South Sudan, a Special Operation has contributed to long-term benefits for an estimated 8.5 million South Sudanese today. Over the course of seven years, from 2004 to 2011, WFP rehabilitated 2,600km of main roads — also called 'trunk roads' — connecting key areas and creating a base level of road infrastructure. On completion in 2011, WFP handed over the project to the government. Even then, there was much more to do, meaning that WFP would launch a new strategic SO that same year.

To understand the rationale for the Special Operation in South Sudan, the country's road infrastructure needs to be explained. In South Sudan, there are three types of roads: trunk (main roads), feeder (smaller

roads which connect States), and community access (the smallest type, which are present only in communities). With approximately 4,100 km of trunk roads established, and nearly no network of smaller, rehabilitated 'feeder' roads, WFP committed to construct 500 km of feeder roads. By investing in the mobility of a nation — a priceless commodity for development— WFP aims to ensure more timely and efficient delivery of all humanitarian cargo and to increase farmers' access to local agricultural markets. Construction is under way in two States, Lake and Unity, with the goal of further enhancing trade and flow of agricultural goods between the two. Planning is advanced for projects in Warrap, Western Bahr El Ghazal, Western Equatoria and Eastern Equatoria for approximately 320 km of feeder roads. Between 2011 and 2012, 114 km of feeder roads were constructed.

Surrounding communities have also experienced immediate benefits from the Feeder Roads project.

Improving lives in Lake State, South Sudan



Deng Malek is a 40-year old woman, who lives in Paloich Community along the Karich-Amongpiny road. She has been employed by WFP to help construct the roads, and has not only improved her skills, but has also increased her income to meet her family basic needs. 'I have plans to invest the income earned in a small business within my community,' she says.

Deng would like to develop her skills as a business woman, and hopes that with the improved access to her community, more development organizations will come to her area.

Through a labour-based work programme run by WFP called 'Food for Assets', South Sudanese workers are able to earn extra income and food, and increase their knowledge of construction while helping to build the community access roads that will improve their lives — allowing them to be a part of the solution in their own villages.

With greater connections between once cut-off and remote areas, many forms of impact can be seen and felt across the country. By providing access to markets, WFP is helping to open up rural areas for essential social services, improve employment opportunities, expand the reach of law enforcement, and give farmers options to sell harvest surpluses.

Somalia: building local infrastructure for long-term development

When WFP launched Special Operation 105780 in 2007, there was one main objective: to promote the uninterrupted and timely supply of relief items to vulnerable populations across Somalia. At the time, humanitarian access was very limited — port infrastructures in Somalia were in urgent need of repair, and these challenges, coupled with large security risks, impeded the safe delivery of humanitarian assistance. WFP also aimed to reduce operational costs, while building local capacity and supporting a larger framework of economic development.

While a cornerstone of this operation focused on the rehabilitation of Mogadishu port — Somalia's main source of incoming humanitarian and commercial cargo — extensive works were also made to the port of Bosaso, deepening the inner and outer harbours to enable larger vessels to berth at the port.

Improvements made to Mogadishu port have yielded substantial gains in cost-savings, operational efficiency, and local economic development. The dredging of the harbour at Bosaso, allowing access to all six berths, has led to a 100% increase in port capacity as well as enabling the berthing of larger vessels up to a maximum of 20,000 metric tons — a 33% increase in size. The installation of a continuous power supply has resulted in enhanced security and a 50% increase in unloading capacity from vessel to port. 1,500 metric tons can now be unloaded per day, as opposed to the 1,000 metric tons previously possible.



Construction of a WFP warehouse taking place near Port Bossaso in Somalia.

The building and equipping of a port control tower has improved communications between the port and approaching vessels, greatly enhancing the fight against piracy.

Following the successful rehabilitation of various ports, WFP has committed to building and investing in local staff capacities, promoting self-sufficiency

A helicopter brings specialized WFP nutrition products for refugees at Yida camp in South Sudan.



and paving the way for long-term operational success. Storage created at the ports has allowed for WFP to strategically position commodities, both for its own operations and for those of the wider humanitarian community.

As this operation ends at the beginning of 2013, benefits for both WFP and the host community have been achieved. While WFP and other humanitarian organizations have benefited from increased humanitarian access and operational efficiency, the country of Somalia has enhanced its overall logistics capacity, secured better trade networks and augmented commercial opportunities.

But WFP's work doesn't end there. In 2013, rehabilitation works will continue — a new Special Operation will seek to build on the foundation that has already been built, and foster further success for the future.

Partnerships

WFP Logistics partners with UN agencies, NGOs, governments, academic institutions and the private sector to advance WFP's ability in delivering life-saving assistance to those in need. These partnerships are formed with a clear vision that allows each partner to leverage their core capabilities in helping to save lives. Most of WFP Logistics' partnerships are designed for strategic and sustainable support of operational needs. Other partnerships lend support in a stand-by capacity – called forward when WFP needs to rapidly increase resources, especially in emergency response.

Partners play a vital role in the successful operation of WFP Logistics, sharing best practices and providing WFP with the resources needed to improve systems, tools and trainings when delivering relief items to those affected by crisis.

Private sector

WFP Logistics partners with private sector companies to support operations in many different ways, including: strategic financial support, in-kind expertise and technical know-how, and services and products provided free of charge.

In 2012, private sector partners supported WFP with generous in-kind donations. These included airlifts and ocean transport of essential food and operational items for the Sahel emergency. Sufficient operational equipment was lacking at the local level, so partners also provided necessary equipment such as forklifts and generators.

Through financial sponsorship and direct engagement in worldwide trainings, partners shared their expertise in truck repair and maintenance across East Africa, and in aviation and logistics emergency response trainings.

To enhance the efficiency of WFP's supply chain, private sector partners worked closely with WFP's Logistics Development Unit to develop a set of key performance indicators, allowing WFP to continuously evaluate its practices and interventions.

WFP also benefits from support of the Logistics Emergency Response Team (LET), a public-private partnership initiative in which top tier logistics companies have joined forces with WFP to collectively respond to sudden-onset emergencies. Since its establishment during the 2005 World Economic Forum (WEF), these emergency response teams have provided valuable personnel and transport in a number of operations, including the Haiti earthquake and cholera outbreak, and the Pakistan floods.

Listed below are logistics private sector partners who have directly supported WFP operations:

- Caterpillar
- DSM
- LET – made up of TNT, UPS, Agility and AP Møller-Mærsk
- PepsiCo
- Renault Trucks
- TNT
- UPS

Academic institutions

Collaboration with academic institutions offers a platform to apply the latest research in the field of supply chain management and logistics to real-life humanitarian challenges. In 2012, academic partners worked closely on supply chain management, most notably during the Sahel emergency. Academics engaged in humanitarian logistics provided valuable inputs to WFP's processes through specialized projects aimed at increasing operational efficiency, and at data management and analysis, aided by new systems and technology. Last year, WFP worked with the following academic institutions:

- Fordham University, USA
- Georgia Tech, USA
- Kühne Logistics University, Germany
- Massachusetts Institute of Technology, USA
- Porto University, Portugal
- Tilburg University, The Netherlands



A WFP-chartered ship docks at Mogadishu port, Somalia carrying food assistance.

Standby Partners

Standby Partners (SBP) are organizations, such as Government Agencies, NGOs and non-profit foundations, who have signed an agreement with WFP to maintain a roster of staff and equipment that can be rapidly deployed to support WFP's operations. Called forward when WFP is in need of additional capacity and support, SBPs help to:

- rapidly and/or temporarily increase staffing levels, such as during an emergency, or when WFP does not have sufficient in-house capacity to meet operational requirements;
- acquire, for limited periods, staff with particular technical skills that WFP does not have in-house, such as engineers, specific IT profiles, protection experts, and cash and voucher experts;
- build up operations through a combination of both staff and operational equipment known as 'service packages,' such as base camps, bridge modules, mine action teams, and truck fleets.

Throughout 2012, SBPs have supported essential operations — from the Sahel crisis to Syria and South Sudan. In the last year, two new partners signed agreements with WFP: the Estonian Rescue Board and Finland's Crisis Management Centre, bringing the total number of active WFP SBP agreements to 20 by the end of the year. An external review was supported by the UK's Department for International Development (DFID) on Standby Partnership Arrangements across all UN agencies. The results confirmed the value added by SBP deployments, which is due to the rich diversity of partner organizations and the breadth of collective experience, which is beyond the reach of a single UN agency. As a cost-effective way to employ technical experts when WFP needs them the most, stand-by partnerships have proven to be an effective and valuable partnership model. In 2012, Standby Partners contributions were valued at approximately US\$14 million.

Photo credits

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Page 21: WFP/Leighla Bowers/South Sudan

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Page 25: WFP/George Forminyen/South Sudan

Page 27: WFP/Photolibrary/Somalia

Inside back cover: WFP/Photolibrary/Kenya

Back cover: WFP/Geoffrey Pinnock/South Sudan

WFP food is unloaded at Port Mombasa, Kenya





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