

SAVING
LIVES
CHANGING
LIVES



WFP Aviation

Annual Report 2018



March 2019

WFP Aviation

Airlift, Airfreight and Charter Passenger Services



19
countries



14,912 mt
of cargo



7,506
passengers

Dedicated Services



UNDSS



1 aircraft



UNHCR
The UN Refugee Agency



2 aircraft

WFP Aviation offers long-term aircraft charters to support NGO and UN agency interventions.

WFP Aviation provides air transport capacity to deliver food and non-food items – often in large quantities – through **airlifts**, **airfreights** and **airdrops** in support of WFP operations as well as for external parties. It also provides dedicated passenger services to meet the long-term needs of organizations such as UNDSS and UNHCR or on an ad hoc basis. In 2018, WFP Aviation delivered relief supplies on a large scale to support response to emergencies in DRC (Ebola), Papua New Guinea (earthquakes), the Socotra island of Yemen (Mekenu Cyclone) and Somalia (floods), among others.



WFP Aviation

Airdrop operation in South Sudan

“Flying 660 feet (180 meters) above the ground, the Ilyushin 76 enters the drop zone, a rectangular area of 3,280 feet by 660 feet (1000 by 180 meters) on the ground. Once confirmed with the team on the ground, the Ilyushin 76 begins to airdrop food to vulnerable communities. This happens in many locations across South Sudan”.



1 country



81 drop zones



60,667 mt of cargo



2,299 drops

Since the escalation of conflict and the consequent deterioration of the humanitarian situation in 2013, WFP has airdropped food to vulnerable communities in hard-to-reach areas across South Sudan. The humanitarian situation remained dire in 2018, with seven million people reportedly in need of assistance, mostly in isolated and inaccessible locations, thus necessitating the continuation of airdrops. The airdrop operation was conducted from three strategic hubs in South Sudan, Ethiopia and Uganda.

The revitalized peace process during the year resulted in the de-escalation of the conflict and increased focus on improving overland and river transport. This allowed WFP to reduce the number of aircraft for airdrops from seven to four by the end of the year.

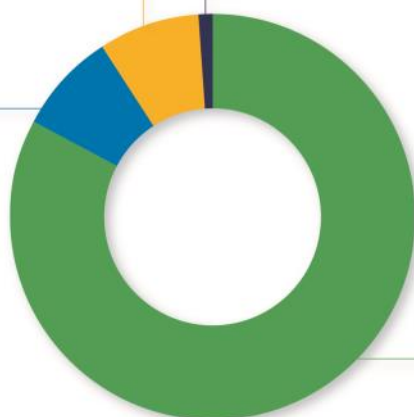
FOOD CATEGORIES AIRDROPPED

Pulses
8%

Vegetable Oil
1%

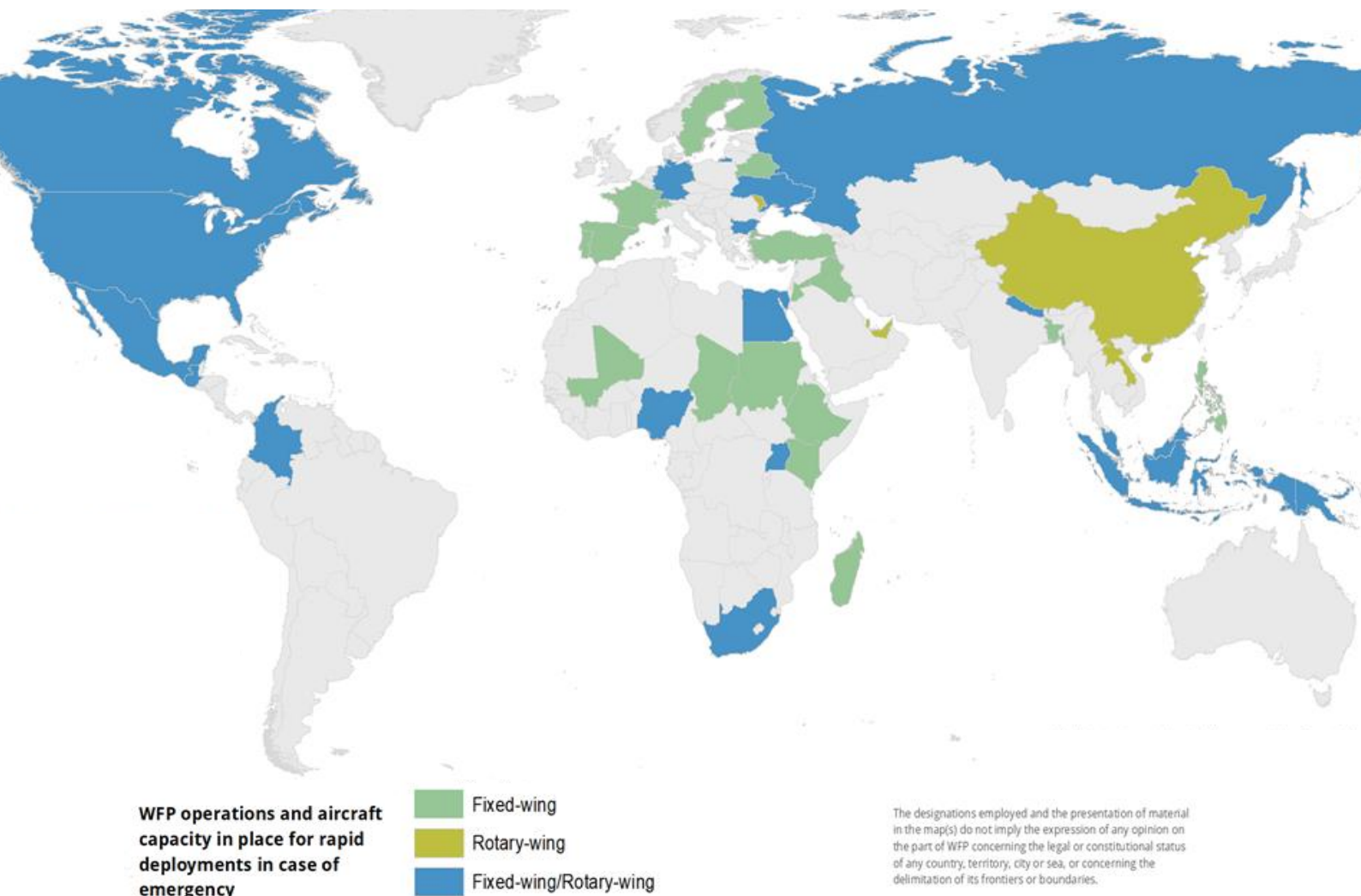
SUPER CEREAL plus
8%
CSB++

Cereal sorghum
83%



2018 Emergency Response and Preparedness

Through a rigorous evaluation process, WFP Aviation continuously identifies commercial air operators with readily available aircraft to enhance operational agility. The independent Aviation Safety Unit (ASU) is based in Rome, with regional offices in Johannesburg, Nairobi and Sharjah, and performs safety evaluation of commercial air operators across all regions for possible inclusion in the List of Registered Air Operators (LORA).



The geographical spread of shortlisted air operators allows WFP the flexibility to access a wide range of suitable air assets for rapid deployment to different emergency scenarios. This reduces lead time and mobilization costs when emergencies strike. In 2018, ASU completed 150 evaluations of different air operators. The map above represents countries where WFP Aviation has registered air operators

United Nations Humanitarian Air Service (UNHAS)



16 countries



3,655 mt of cargo



386,330 passengers



1,362 evacuations

The United Nations Humanitarian Air Service (UNHAS) is managed by the World Food Programme (WFP) on behalf of the entire humanitarian and development community. The service enables access to locations affected by conflicts, natural disasters, famine and other hard-to-reach areas where domestic air transport alternatives are not viable. For the past fifteen years, UNHAS has been the air service of choice for United Nations agencies, NGOs, donors, and other organizations responding to humanitarian and development needs across the globe.

With an operational presence in 16 countries, UNHAS provides safe, reliable, efficient and effective transport of passenger and light humanitarian cargo to a network of 323 regular destinations, using a fleet of more than 60 aircraft at any given point in time. In addition, UNHAS provides the capacity for medical and security evacuation of aid workers.

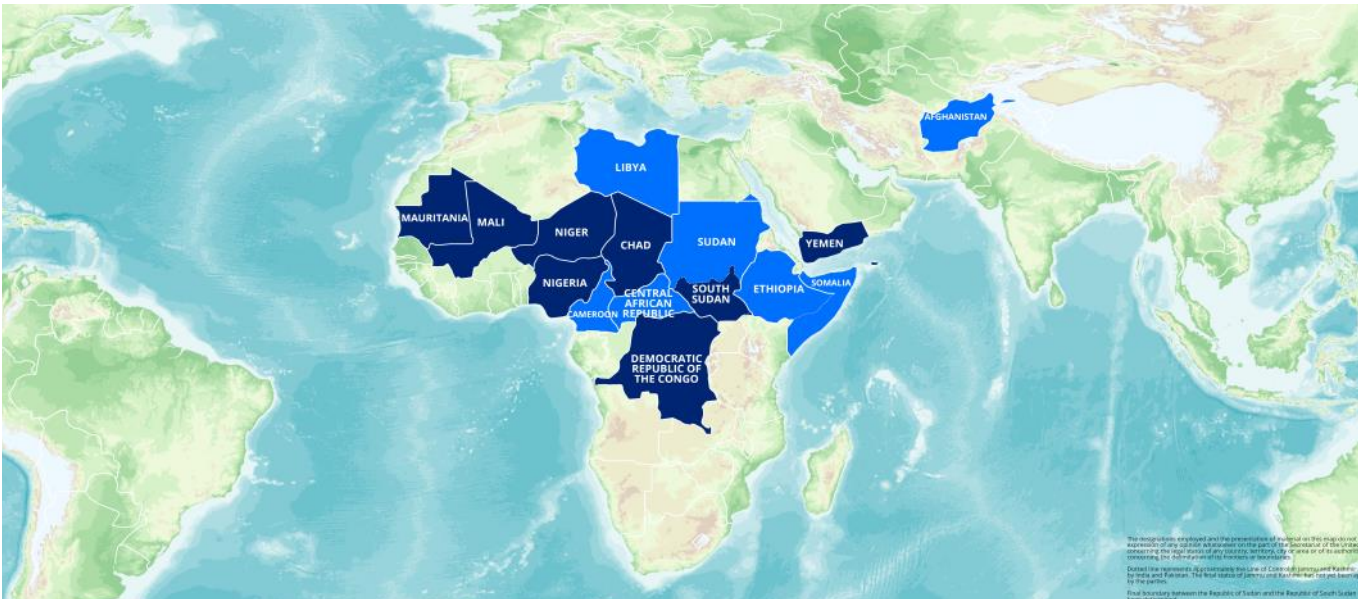
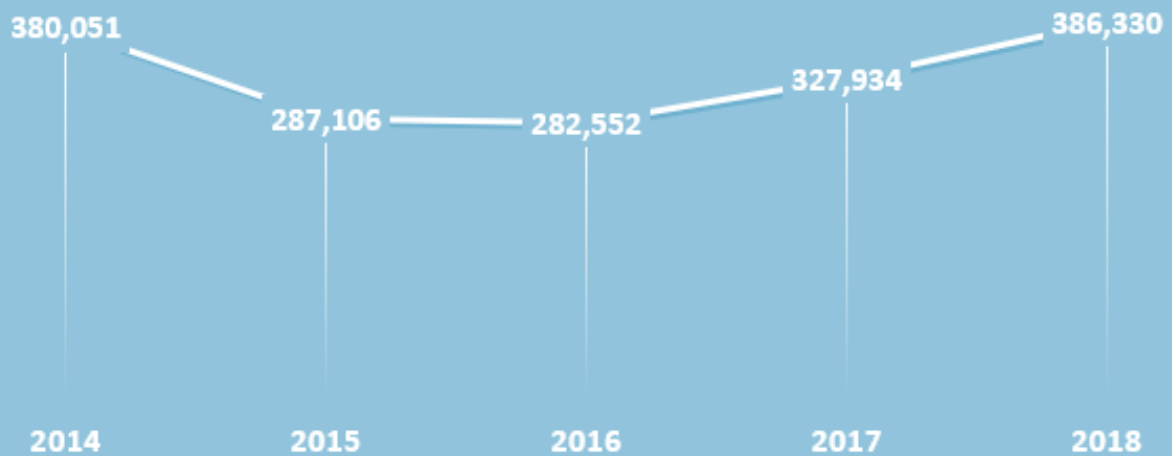


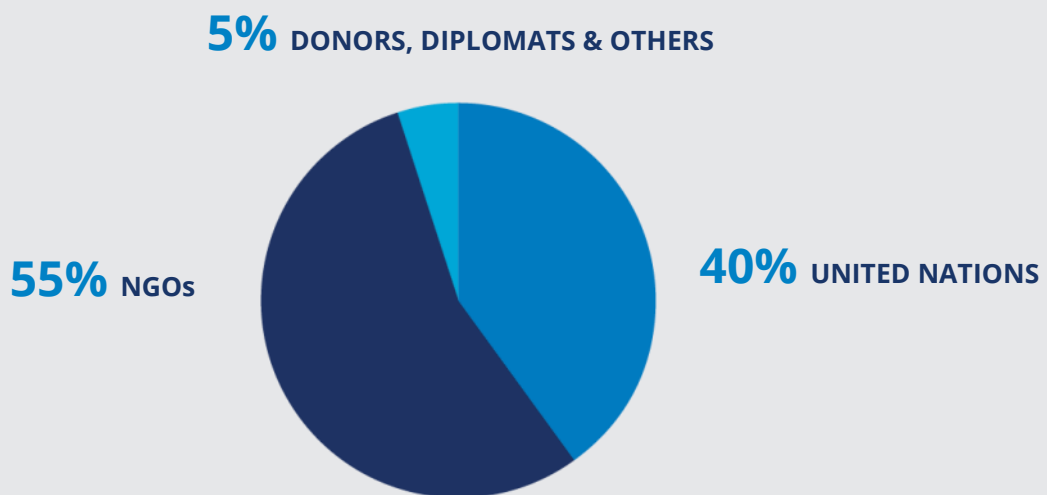
FIGURE 4: UNHAS operations 2018. Source: OSE GIS team

UNHAS In numbers

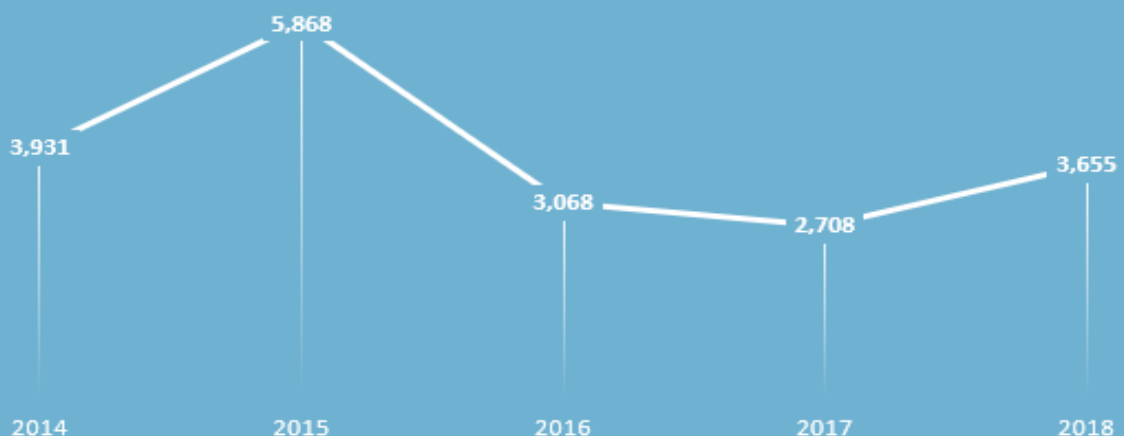
Five-year trend of passenger transport



UNHAS User Categories 2018



Five-year trend of cargo transport



UNHAS Response to Corporate Emergencies

Emergency Level 3

Democratic Republic of Congo

DRC is embroiled in a complex emergency. Two Ebola outbreaks - one in the Equateur Province in May and the other in the North Kivu Province in August - coupled with armed conflicts in the Kasai and North Kivu provinces further exacerbated the prolonged humanitarian crisis. UNHAS launched the required support structure to enable humanitarian access to the country's vast territory. For the Ebola response in North Kivu, an air bridge was established between Goma and Beni, the epicentre of the crisis, within 24 hours of the outbreak. The frequency of flights from Kinshasa to Goma was also increased to augment staff movements from the capital to the east. With active donor support, a specially-equipped helicopter was positioned, to facilitate the safe movement of health personnel and biological samples for the World Health Organization (WHO) and the Ministry of Health. The helicopter also ensured that any suspected or symptomatic patients could be moved rapidly. These interventions enabled aid workers and medical personnel to combat the epidemic, which has been declared the worst outbreak since the outbreak in parts of West Africa in 2014.

UNHAS scaled up its operations to meet increased needs and coordinated all other humanitarian flights for the Ebola response. This included flights managed by the United Nations Organization Stabilisation Mission in the DRC (MONUSCO) and ECHO Flight. UNHAS also coordinated with the International Committee of the Red Cross (ICRC), and the Mission Aviation Fellowship (MAF).

Nigeria

UNHAS continued to play a crucial role in providing effective humanitarian access to the millions of civilians who grappled with insecurity across northeast Nigeria. Helicopter services from Maiduguri to deep-field locations remain the lifeline for aid workers in a region characterized by frequent attacks, where timely evacuation capacity guaranteeing the safety of humanitarian staff is crucial.

Emergency Level 2

Horn of Africa

In response to the flood emergency during the first half of the year, UNHAS Somalia augmented its fleet by introducing one Mi-8MTV helicopter and extending the contract of the Dornier 228 aircraft to ensure sufficient capacity for humanitarians to reach the affected communities.

UNHAS Aviation Field Operations

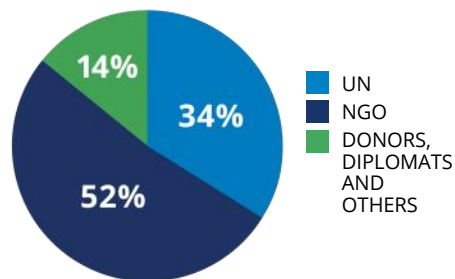
Afghanistan



HIGHLIGHTS

- During the year, a fatal drought devastated the country, causing a humanitarian crisis that affected 500,000 children and displaced more than 260,000 people. Access to the affected regions remained a challenge for aid organizations. Consequently, UNHAS augmented its fleet with a larger 37-seat, turboprop aircraft, thereby enabling reliable air access to people in need of essential services and other support.
- The number of passengers transported in 2018 increased by 33 percent over that of 2017 as a result of new regulatory provisions introduced in the country, which restricted commercial air carriers to operate in only five destinations.

PERFORMANCE	2017	2018
User organizations served	157	158
Regular destinations	25	23
Passengers transported	18,667	24,828
Cargo (MT)	47	59.32
Medical evacuations	21	3
Security evacuations	2	8

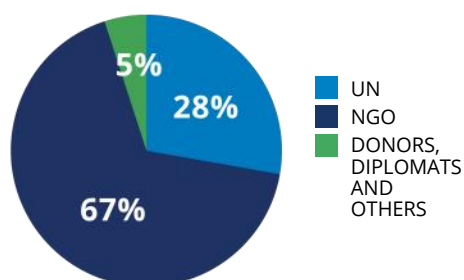


Cameroon

HIGHLIGHTS

- UNHAS Cameroon and Chad continued to share the Embraer 135LR jet aircraft to maintain a regional link facilitating access to beneficiaries in both countries. This integrated model resulted in a 30 percent reduction in the operational cost per passenger (OCPK).
- The operation played a critical role in enhancing access and meeting demands for air transport. There was a 13 percent increase in passengers transported compared to 2017 as a result of the increased response necessitated by the influx of refugees from Central African Republic and Nigeria.

PERFORMANCE	2017	2018
User organizations served	48	50
Regular destinations	4	5
Passengers transported	7,467	8,454
Cargo (MT)	24	2.94
Medical evacuations	8	11
Security evacuations	0	8

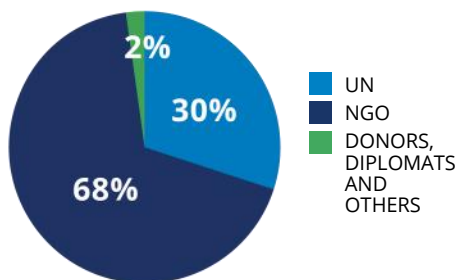


Central African Republic

HIGHLIGHTS

- With more than one security incident recorded per day involving humanitarian workers, CAR remained one of the most dangerous humanitarian contexts¹. UNHAS remained invaluable and provided the appropriate capacity to meet the high number of security evacuation requests that were received from users.
- Eleven airstrips were maintained; thanks to the cooperation and support of various partner organizations. This enabled UNHAS to serve all locations where humanitarian assistance was needed.

PERFORMANCE	2017	2018
User organization served	155	161
Regular destination	23	24
Passengers transported	20,005	21,984
Cargo (MT)	249	187.47
Medical evacuations	31	26
Security evacuations	297	193



¹ OCHA Humanitarian Bulletin, number 41—February 2018

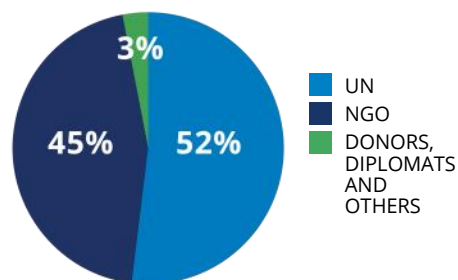
Chad



HIGHLIGHTS

- The airstrips in Farchana and Iriba, both in eastern Chad, were successfully rehabilitated during the year and are now open to air traffic. UNHAS remained the only means of transport to these locations as roads are inaccessible especially during the rainy season.
- At the request of the humanitarian community, UNHAS opened new routes to Faya and Fada in the Northern regions of Borkou and Ennedi Ouest and to Moissala in the south to respond to the surge of more than 30,000 refugees.

PERFORMANCE	2017	2018
User organization served	91	91
Regular destination	19	22
Passengers transported	19,338	16,040
Cargo (MT)	76	67.57
Medical evacuations	78	97
Security evacuations	1	0



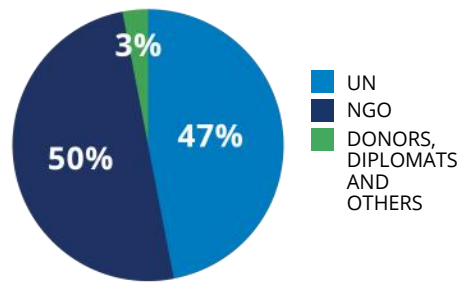
Democratic Republic of Congo



HIGHLIGHTS

- In 2018, UNHAS DRC efficiently supported two Ebola outbreaks, one in Equateur (May-July) and the other in North Kivu from August. This was achieved through a combination of operational adjustments, including changes in the fleet, flight frequencies and additional destinations, to meet the increased demand for passenger and cargo movement, particularly by the WHO. Medical NGOs and other humanitarian organizations were also provided with assistance.
- UNHAS positioned a fully-equipped helicopter in Beni, which ensured the capacity for medical evacuation of symptomatic patients as well as the transport of biological samples.

PERFORMANCE	2017	2018
User organization served	229	192
Regular destination	45	48
Passengers transported	23,121	45,922
Cargo (MT)	491	938.7
Medical evacuations	96	81
Security evacuations	53	142

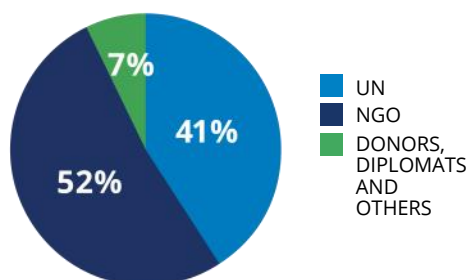


Ethiopia

HIGHLIGHTS

- UNHAS Ethiopia continued to provide needed access to refugee camps in the Somali region despite frequent insecurity in the country. In close coordination with UNHCR, Melkadida airstrip was extended from 850m to 1200m, thereby enabling aircraft to fly with increased payload to that destination.
- During the first half of the year, UNHAS assisted organizations involved in the response to a cholera outbreak, which affected more than 1,000 people, by delivering medical supplies and transporting health staff to attend to patients.
- UNHAS Ethiopia staff managed the delivery of 341,141 mt of food by airdrops into various locations in South Sudan with four IL-76 aircraft based in Ethiopia. The airdrop operation constituted more than 50 percent of the total food delivered by WFP in South Sudan.

PERFORMANCE	2017	2018
User organization served	36	70
Regular destination	7	8
Passengers transported	5,840	5,421
Cargo (MT)	36	21.88
Medical evacuations	75	81
Security evacuations	5	0

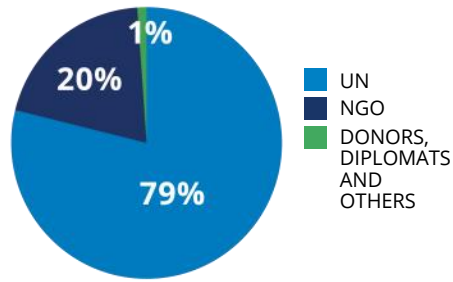


Libya (from 20 Sep- 31 Dec)

HIGHLIGHTS

- UNHAS commenced activities in Libya in September 2018, at the request of the humanitarian community, as the UN Secretary-General called on aid organizations to expand activities to address protection concerns and other humanitarian needs in the country.
- The operation offered round-trip flights from Tunis, Tunisia, to Tripoli and Misrata, both in Libya. It also catered to ad hoc requests from the humanitarian community.
- During intensified clashes in Tripoli in September, UNHAS introduced a new link from Tunis to Zwara. This provided the humanitarian community with alternate access to Libya as flights into Tripoli Airport were suspended.

PERFORMANCE	2018
User organizations served	24
Regular destinations	3
Passengers transported	594
Medical evacuations	0
Security evacuations	0



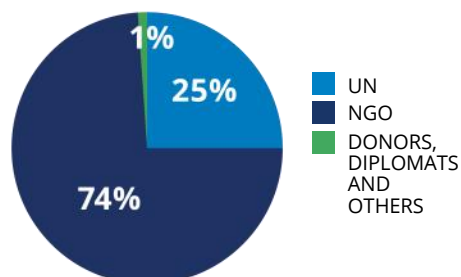
Mali



HIGHLIGHTS

- Despite the destruction of the airport terminals in Gao and Timbuktu, UNHAS maintained its operations to these critical destinations using make-shift facilities for check-in, thus maintaining uninterrupted access for humanitarians.
- UNHAS operated flights to Menaka throughout the year in spite of teething challenges such as the poor condition of the airstrip, the deteriorating security situation and airspace restrictions due to military activities. Menaka is a high-priority destination for humanitarian operations.

PERFORMANCE	2017	2018
User organizations served	150	149
Regular destinations	8	8
Passengers transported	10,295	10,177
Cargo (MT)	21	23.53
Medical evacuations	3	3
Security evacuations	0	0



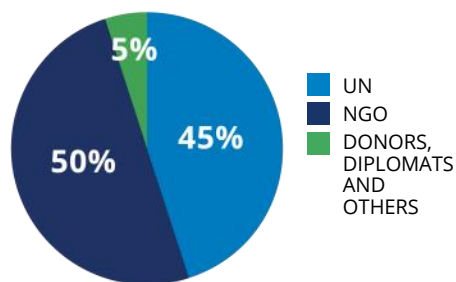
Mauritania



HIGHLIGHTS

- The refugee crisis in the country reached an unprecedented level in 2018, with the number of Malian refugees reported at 52,000 by the end of the year. Without the air transport provided by UNHAS, access to the population would have been hampered due to vast distances between the main areas of humanitarian intervention and operational bases of the organizations.
- Overall, UNHAS users expressed high satisfaction with the service and its relevance in responding to both users' needs and the humanitarian imperative.

PERFORMANCE	2017	2018
User organizations served	33	32
Regular destinations	6	7
Passengers transported	2,061	2,038
Cargo (MT)	12	10.55
Medical evacuations	5	4
Security evacuations	0	0

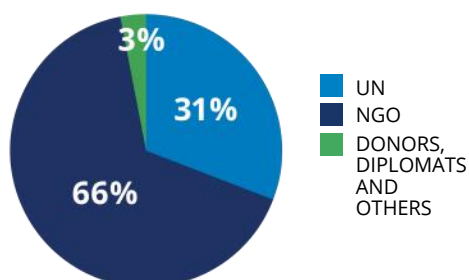


Niger

HIGHLIGHTS

- The demand for passenger service increased during the year. For instance, booking requests for Agadez rose by 30 percent compared to 2017, as more humanitarian actors deployed to respond to the surge in migrants from Libya. Internal displacements of the local population in northern Niger, towards Agadez and Dirkou, also contributed to a spike in demand.
- In absolute numbers, Diffa remained the destination with the highest passenger traffic, despite a ten percent decrease in passenger turnover compared to 2017. This is attributed to frequent attacks by terrorists in the region, and the subsequent reduction of staff presence by humanitarian actors.
- In view of the surge in demand, UNHAS augmented its capacity by replacing a 19-seater Beechcraft with a 37-seater Dash 8, bringing the fleet size to two Dash 8 aircraft.

PERFORMANCE	2017	2018
User organizations served	122	143
Regular destinations	6	7
Passengers transported	12,673	13,374
Cargo (MT)	24	30.32
Medical evacuations	9	11
Security evacuations	0	0



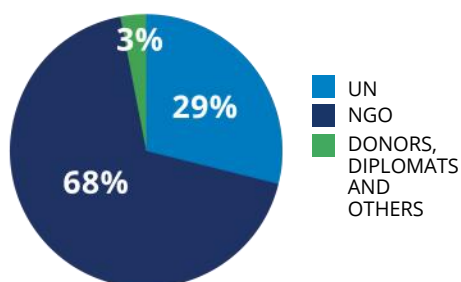
Nigeria



HIGHLIGHTS

- Years of insurgency in northeast Nigeria have left a significant number of the population dependent on humanitarian assistance. UNHAS Nigeria is a prerequisite for humanitarian access, and in particular, in deep-field locations such as Rann in the Kala-Balge Local Government Area, where random attacks, outbreaks of cholera and inaccessible roads exacerbate an already complex context.
- UNHAS regularly conducted roundtrip, same-day missions to enable health interventions such as vaccinations and treatment of Cholera patients. UNHAS also successfully evacuated 19 patients from Rann to Maiduguri for emergency medical treatment.
- In May 2018, UNHAS supported strategic regional peace initiatives by facilitating the movement of the Lake Chad Basin Governors' Forum for Regional Cooperation on Stabilization, Peacebuilding and Sustainable Development.

PERFORMANCE	2017	2018
User organizations served	88	92
Regular destinations	14	14
Passengers transported	46,086	62,944
Cargo (MT)	140	131.46
Medical evacuations	79	62
Security evacuations	0	8

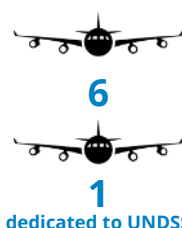
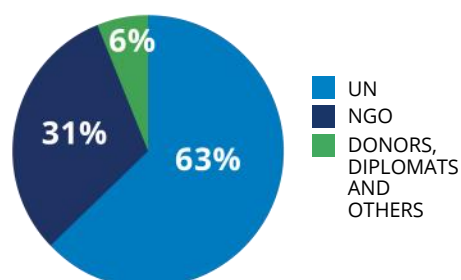


Somalia/Kenya

HIGHLIGHTS

- UNHAS served 40 destinations in Kenya and Somalia from strategic hubs in Nairobi, Mogadishu and Hargeisa.
- In response to the flood emergency in central and southern Somalia, UNHAS added one Mi-8 helicopter to its fleet of seven aircraft. The helicopter was positioned in Mogadishu to increase access to the affected locations for a period of three months.
- During the year, UNHAS facilitated dedicated flights to Kakuma Refugee Camp on behalf of UNCHR, one of which transported passengers for the first ever TED talk held and broadcast globally from a refugee camp.

PERFORMANCE	2017	2018
User organizations served	156	145
Regular destinations	34	44
Passengers transported	44,069	41,483
Cargo (MT)	406	535.33
Medical evacuations	44	60
Security evacuations	0	0



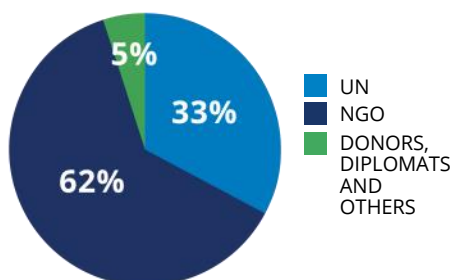
South Sudan



HIGHLIGHTS

- UNHAS South Sudan transported a record number of passengers (close to 100,000), as 297 organizations responded to 7 million people in need of assistance across the country.
- UNHAS performed the highest security evacuation at a given time. A total of 245 humanitarian aid workers were evacuated over the course of two days following the attack on humanitarian premises in Maban in the Upper Nile Region. This figure exceeded the number of people evacuated during the July 2016 crisis.
- With the DRC experiencing the second largest Ebola Virus outbreak, the risk of transmission of the disease into South Sudan was deemed to be extremely high due to extensive travel across borders. For this reason, UNHAS began preparedness activities with users, crew, and staff and developed operating procedures with key stakeholders, including WHO.

PERFORMANCE	2017	2018
User organizations served	274	297
Regular destinations	55	56
Passengers transported	87,707	98,651
Cargo (MT)	1,579	1,571
Medical evacuations	159	153
Security evacuations	422	367

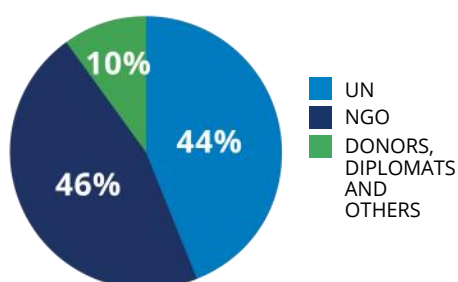


Sudan

HIGHLIGHTS

- Demand for UNHAS services into key destinations remained high, particularly due to the influx of refugees from South Sudan during the year. UNHAS Sudan supported the scale-up in the response, by transporting humanitarian workers and life-saving cargo to the most affected areas (Kassala, Kadugli, Ed Daein and Gereida).
- UNHAS expanded its activities to reach more destinations by increasing its fleet from five to six aircraft.

PERFORMANCE	2017	2018
User organizations served	78	81
Regular destinations	36	36
Passengers transported	22,725	22,341
Cargo (MT)	70	56.60
Medical evacuations	12	12
Security evacuations	0	0



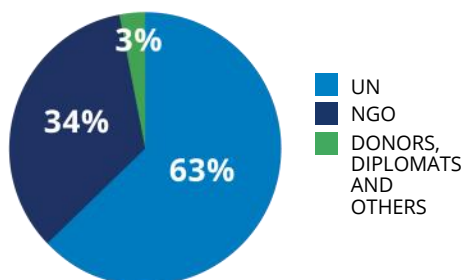
Yemen



HIGHLIGHTS

- Since its launch in 2015, UNHAS Yemen has seen a steady increase in demand, as UN agencies and non-governmental organizations (INGOs) progressively increased their activities in the country.
- The lack of local airlines and the closure of Sana'a airspace to international flights since August 2016, made UNHAS the only common air service available for humanitarian organizations. The operation served two destinations in the country (Sana'a and Aden) with two aircraft based in Djibouti and Amman.

PERFORMANCE	2017	2018
User organizations served	67	59
Regular destinations	4	4
Passengers transported	9,229	12,079
Cargo (MT)	1	1
Medical evacuations	55	40
Security evacuations	125	0



Innovations in Aviation



Remotely Piloted Aircraft Systems (RPAS)

The Aviation Service is fully aligned with the corporate vision to explore innovative approaches that enhance progress towards achieving Zero Hunger. While cargo delivery by air has traditionally been by manned aircraft, Remotely Piloted Aircraft Systems (RPAS) – commonly known as drones – as a technology offer an untapped potential in cargo delivery. RPAS would also reduce the risks associated with staff security in the theatre of operation, especially in conflict areas. Always on the lookout for agile and cost-efficient solutions, WFP Aviation made significant progress in 2018, having engaged extensively with both a manufacturer and a potential operator of a RPAS capable of delivering 1.5 mt of cargo to very short airstrips.

The RPAS can be customized for normal runway operations, in an amphibious configuration or for airdrops, which makes it very adaptable and appropriate for different environments.

The Aviation Service is collaborating with various industry stakeholders, such as the International Civil Aviation Organization (ICAO), the International Air Transport Association (IATA) and Civil Aviation Authorities (CAAs), to leverage WFP expertise in RPAS and develop operational procedures and appropriate risk management to ensure safety of RPAS operations.

In collaboration with the WFP Technology Division (TEC), the Aviation Service also supports training and other capacity building initiatives in the use of smaller drones in emergencies to ensure that staff have requisite expertise, adequate capacity and are ready for rapid deployment. These trainings also provide regulatory tools to enable scenario-based planning and safe operations, pending the finalization of the regulatory framework on RPAS and other Unmanned Aircraft Systems (UAS) by ICAO.

Key Events in 2018



Throughout the year, WFP Aviation held a number of events that enhanced the visibility of its operational achievements over the years and increased awareness on the invaluable services WFP Aviation/ UNHAS offers to global humanitarian and development efforts.



WFP AVIATION EXPERT INSIGHT TALK - ROME, HQ

In June, the Aviation Service hosted an Expert Insight Talk where a high-level panel comprising Amer Daoudi-Senior Director Operations Service, Cesar Arroyo-Supply Chain Deputy Director, Mary-Ellen McGroarty-Country Director Chad and Eric Perdison-Director Aviation Service, shared their long years of experience in Aviation and humanitarian operations. Discussions focused on the evolution of aviation in WFP, how UNHAS serves as a critical enabler of humanitarian assistance across the world and the strategic direction to make aviation more relevant for the future.

WFP Aviation EXHIBITION: " UNHAS: CONNECTING LIVES" - ROME, HQ

During the Executive Board in June, the Aviation Service staged a side event to exhibit the numerous operational achievements, challenges, innovations and emerging opportunities for WFP in the aviation industry. Staff from the field and Headquarters participated in the exhibition, providing information and shared personal experiences with visitors to the exhibition including Executive Board members, invited dignitaries, donors, partners and other WFP colleagues.

10th GLOBAL HUMANITARIAN AVIATION CONFERENCE - SHARM EL SHEIKH, EGYPT

In November, more than 350 humanitarian aviation partners participated in the 10th Global Humanitarian Aviation Conference & Exhibition (GHAC) organized by the WFP Aviation Service and the Aviation Safety Unit under the patronage of His Excellency Lieutenant General Younes Elmasry – Minister of Civil Aviation of Egypt. The event was organized in collaboration with the United Arab Emirates General Civil Aviation Authority, ICAO, US Federal Aviation Administration (FAA), European Union Aviation Safety Agency (EASA), Flight Safety Foundation (FSS) and ICRC amongst others. The 10th GHAC featured some renowned aviation experts as speakers and covered themes such as challenges of state oversight, safety and security management systems, innovations and the challenges of humanitarian aviation.

Women in Aviation



WFP's first female Chief Air Transport Officer, Sandra Legg.

How does it feel to be the first female Chief Air Transport Officer?

I am very happy for the recognition. At first, I was nervous to take on this role as it's a big responsibility. In such a vast country as Chad, the scale of the job is huge, especially since UNHAS is like the "national airline" in the country.

What is a typical working day like for you?

Although my day typically starts at 06:30 am and ends in the evening, I am on call 24/7. I take the early hours to support my team, either in the operations office or at the airport. And then, when you think everything is going smoothly, you get a complicated request—like a medical evacuation—or a call that the runway is wet and inaccessible to the aircraft. There is no boredom in this job.

What does your role involve?

You have to make sure that the aircraft is flying, that our humanitarian passengers and our donors are happy, that important missions are planned properly, that the airfields are safe and secure, that the work atmosphere is conducive and productive and that the authorities and management are collaborative, abreast of important issues. Passengers, crews, ground handlers at the airport, immigration police, protocol officers, civil aviation staff, drivers—all these people are important for our work, they are like the pieces of a puzzle.

As a woman, what challenges do you face in your role?

Generally, when they first meet me, people tend to have a preconceived perception and doubt my abilities. But I take it in my stride to earn their trust and soon win their minds and hearts as we work together towards the same goal.

Is the way you do the job any different from how a man would?

Not at all. I like to think that we are equal, but I do recognize some small differences. Perhaps, as a woman, I may tend to look more into details and let emotions play a part in all that we do. However, I enjoy the combination of the two—when men and women team up, it makes a great working atmosphere.

Why do you think there are still few women working in the aviation industry?

Perhaps because of fear of the unknown. But women are tough and equally smart and do the work with grace and heart, no matter the challenge. I encourage fellow women to really try and join us in this industry because in aviation, once you start you never go back. It's addictive. Seeing an aircraft fly with its own power never ceases to amaze me.

What can be done to change the perception that aviation is a male-dominated industry?

There are a lot of women in the industry—working as flight attendants, at check-in counters, in customer service—but I encourage them to be ambitious and push even further. Women should aim to ensure positions in aviation security, aviation safety, ground management, aircraft engineering; they should become pilots. There is nothing more rewarding than seeing someone grow in their career. As a mother of three, I had to juggle my family life and a demanding job for many years. It was difficult but, as I said, everything is possible if you enjoy what you do, and your hard work will pay off.



What is your advice to women wanting to become Chief Air Transport Officer?

In aviation, qualifications are very important, so while you are working, take the necessary licenses, follow the online training offered by aviation authorities, get to know the authorities in the country you work in, captivate your staff, lead by example.

What are the most valuable lessons you have learned through your experience? And what makes you think you succeeded in your job?

User satisfaction—our passenger satisfaction is very rewarding. The best part of this job is getting the job done and seeing the results straight away.

In Chad, the humanitarian community supports over 400,000 refugees from Sudan, Central African Republic, Nigeria and 2.6 million vulnerable Chadians and internally displaced persons. Thanks to UNHAS flights, staff from 90 humanitarian organizations can access the epicentre of crises promptly.

Like Pope Francis said, “don’t put a number to a person but a name or feeling to a person”. All those we serve are humans, and we need to care for them.

Put yourself in their situation: a humanitarian who has worked hard in the deep field with all the challenges of electricity, water, extreme heat, sandstorms, fatigue, and is ready to go home and then suddenly hears the flight is cancelled; or a beneficiary who is under your responsibility, who is in a critical health condition and needs this life-saving flight immediately. I am grateful that our mandate offers us the opportunity to serve this way.

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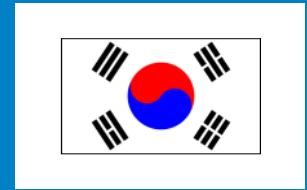
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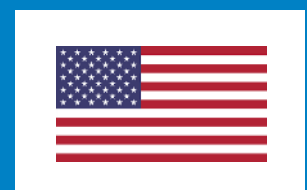
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