

SAVING
LIVES
CHANGING
LIVES



WFP SUPPLY CHAIN ANNUAL REPORT

2018 in Review



April 2019

Cover Photo: A WFP 4x4 on the road in the spiny forests in the southwest of Madagascar.

WFP/Giulio d'Adamo

INTRODUCTION

Foreword by the Director of Supply Chain	2
Supply Chain in Numbers	3
Elements of WFP Supply Chain	4
The Journey of Wheat	6
Emergency Response in 2018	8

END-TO-END SUPPLY CHAIN: FROM PLANNING TO DELIVERY

Planning	12
Advisory Services	13
Food Procurement	14
Food Safety and Quality	16
Goods and Services Procurement	17
Surface Transport	18
Shipping	20
<i>Postcards from the Field</i>	22
Aviation	23
Storage	24
<i>Postcards from the Field</i>	25
Cash-based Transfers (CBT) and Markets	26
<i>Postcards from the Field</i>	28

SUPPORT TO THE HUMANITARIAN COMMUNITY

Bilateral Service Provision	30
United Nations Humanitarian Air Service (UNHAS)	31
Logistics Cluster	32
United Nations Humanitarian Response Depot (UNHRD)	34
<i>Postcards from the Field</i>	35

LOOKING FORWARD

Innovation	36
Working with Partners to Maximize Efficiency	38

A MESSAGE FROM THE DIRECTOR OF SUPPLY CHAIN DIVISION



Looking back at 2018, it was a remarkable year for the division. During the year, we responded to a high number of protracted and complex emergencies, while continuing a comprehensive response in the **79 countries** where the division operates.

Once again, food procurement increased, growing by **20 percent** compared to 2017. Similarly, we saw increases across all activities including goods and services and shipping.

Throughout the year, we continued to provide a strong response to the needs of the global humanitarian community. UNHAS transported more than **385,000 humanitarians** to some of the most remote corners of the world; places where no regular airline would ever go, but where we continue to serve people in need. Out of the more than **600 organizations** that the Logistics Cluster supported in 2018, almost **50 percent** were national NGOs thus ensuring strong localization and strengthened local capacity for the future. The UNHRD network once again illustrated how essential it is for WFP and other humanitarian actors to preposition relief items that can be dispatched on a very short notice. In 2018, such items were sent to more than **90 countries**.

2018 was also the year when we benefitted from several innovative initiatives and approaches. This included using software to optimize operations around the world, generating significant savings across operations. Seeking to replace costly airdrop operations, we are increasing prepositioning of food in South Sudan using river transport; something we are only able to do thanks to the flexibility and foresight of our donors. Towards the end of the year, we started testing all-terrain vehicles that can trek through water, swamps and over obstacles to deliver to the most remote areas and allow us to further decrease air drops. Much work was done by our CBT and Markets team, allowing for a scale up in corporate CBT activities. Moreover, a mobile application was developed to track deliveries to our partners allowing for up-to-date and correct stock information.

Throughout this annual report, you will see several stories featuring operations and supply chain staff in the field. WFP works in some of the most remote corners of the world, and our staff are what makes it possible.

Looking towards 2019, there will undoubtedly be more challenges. We will continue to focus on reaching people in need using the most effective and efficient ways. Technology will play a key role, while we will also concentrate on reviewing basic processes and procedures to strengthen our compliance and oversight activities. Throughout the year, we will maintain a strong focus on our people, recognizing their invaluable role in everything we do as a division.

I hope that you will enjoy reading and gaining new knowledge from this report featuring some of our key achievements across 2018.

Best regards,

Jakob Kern
Director of Supply Chain

2018 SUPPLY CHAIN IN NUMBERS



3.9M_{MT}
OF FOOD DELIVERED



2.9 TIMES
AROUND THE EARTH
(IN STANDARD
25 KG/75 CM BAGS)



WEIGHT OF **389** EIFFEL
TOWERS



21M_{KM}
FLOWN BY WFP
AVIATION AND UNHAS



55 TIMES THE
DISTANCE FROM
THE EARTH TO
THE MOON



75K
CONTAINERS SHIPPED



HEIGHT OF **22** MOUNT EVERESTS
WHEN STACKED



411_{MT}
OF FOOD BOUGHT IN THE
TIME IT TAKES YOU TO READ
THIS REPORT (1 HOUR)



WEIGHT OF
103 ASIAN ELEPHANTS



5.6K
TRUCKS ON THE ROAD
EVERY DAY



MORE THAN THE NUMBER PASSING
THROUGH THE EUROTUNNEL
EVERY DAY



ELEMENTS OF WFP SUPPLY CHAIN

FOOD PROCUREMENT

Purchasing the right food at the right time to benefit the people we serve

GOODS & SERVICES PROCUREMENT

Procuring the goods and services that keep the organization running

BUSINESS SUPPORT

Providing back-end support to keep operations running

LOGISTICS CLUSTER

Working together with other organizations to improve the logistics response in emergencies

UNHRD

Maintaining a global network of hubs that store and dispatch prepositioned relief supplies to emergencies

UNHAS

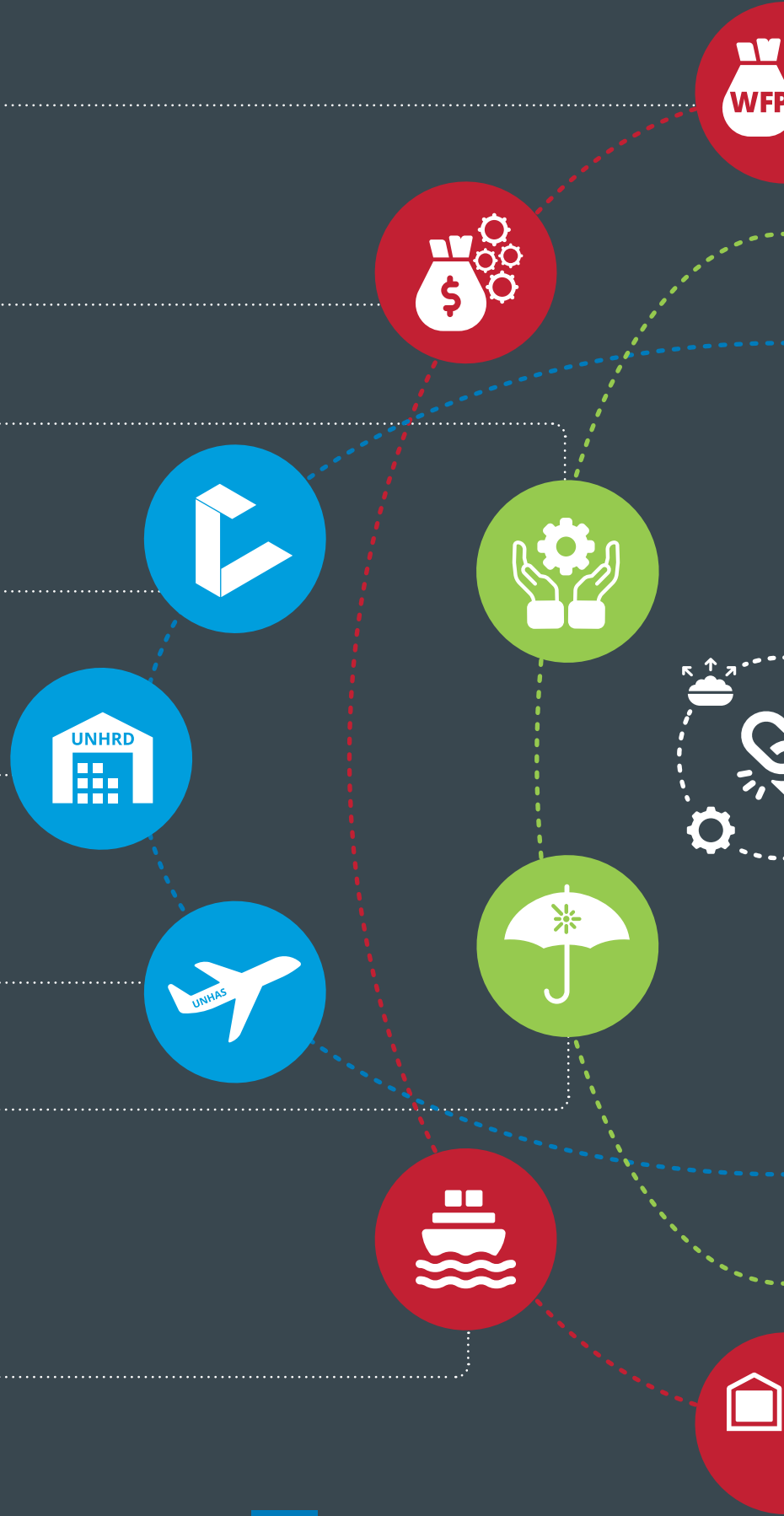
Flying humanitarians to the most remote and hard-to-reach locations

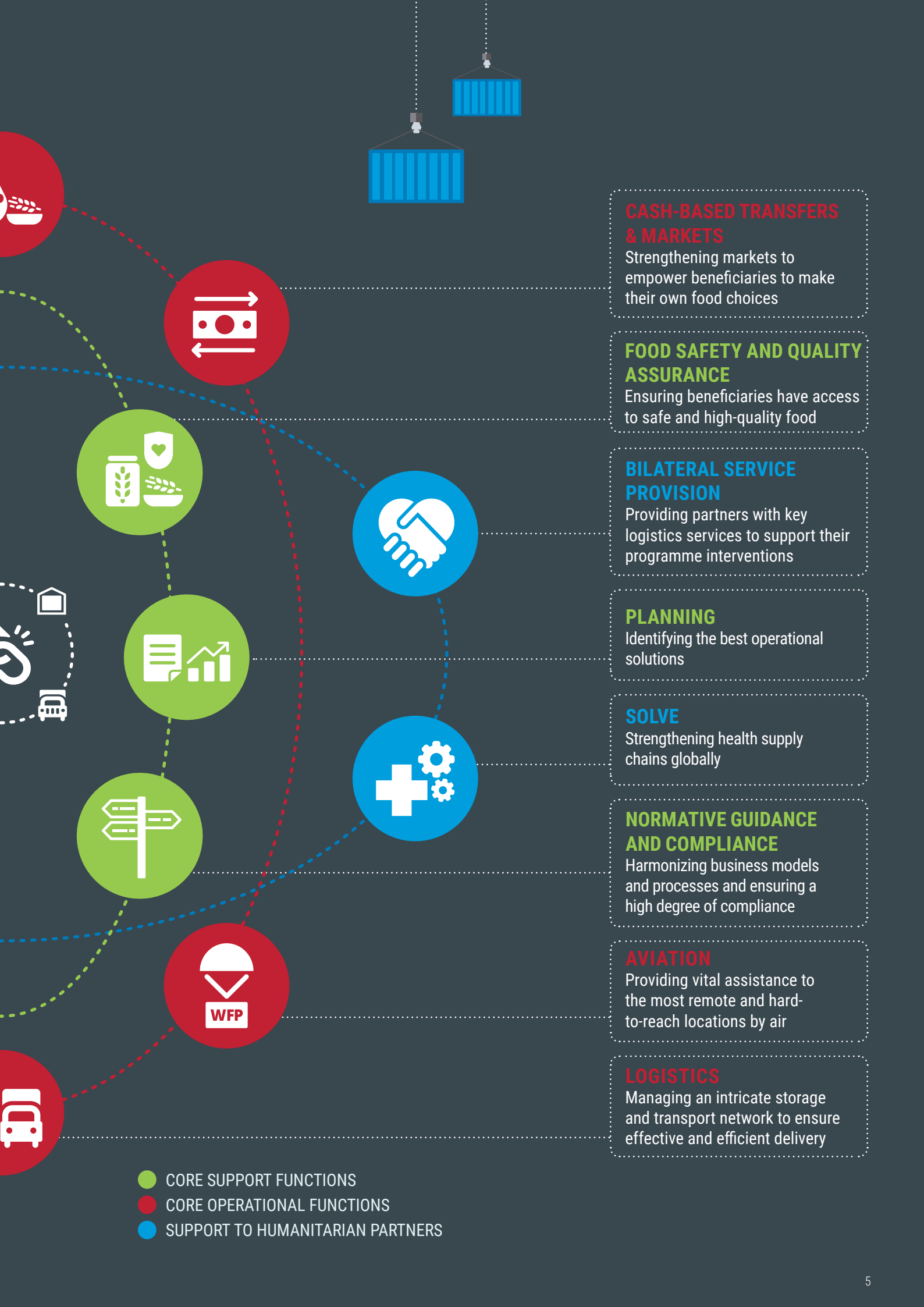
RISK AND INSURANCE

Developing and implementing risk management and insurance programmes for evolving organizational needs

SHIPPING

Using ocean transport to deliver high-volume humanitarian assistance worldwide





CASH-BASED TRANSFERS & MARKETS

Strengthening markets to empower beneficiaries to make their own food choices

FOOD SAFETY AND QUALITY ASSURANCE

Ensuring beneficiaries have access to safe and high-quality food

BILATERAL SERVICE PROVISION

Providing partners with key logistics services to support their programme interventions

PLANNING

Identifying the best operational solutions

SOLVE

Strengthening health supply chains globally

NORMATIVE GUIDANCE AND COMPLIANCE

Harmonizing business models and processes and ensuring a high degree of compliance

AVIATION

Providing vital assistance to the most remote and hard-to-reach locations by air

LOGISTICS

Managing an intricate storage and transport network to ensure effective and efficient delivery

- CORE SUPPORT FUNCTIONS
- CORE OPERATIONAL FUNCTIONS
- SUPPORT TO HUMANITARIAN PARTNERS

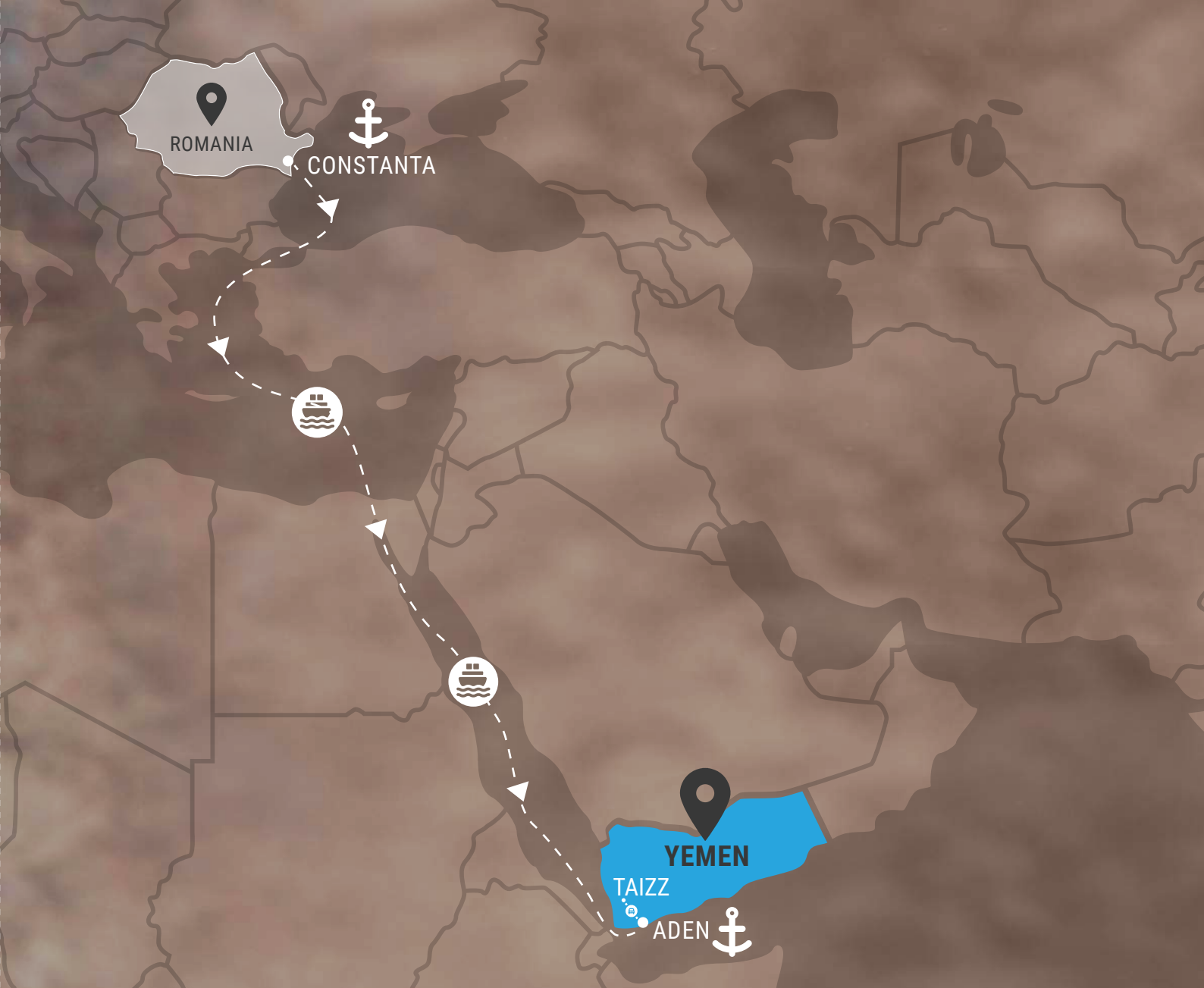
THE JOURNEY OF WHEAT

FROM ROMANIA INTO THE HANDS OF YEMENI BENEFICIARIES IN TAIZZ

Each food basket used in WFP's programmes is designed by the Nutrition Division taking into account nutritional needs and beneficiaries' taste preferences. The Food Procurement Unit develops and maintains a shortlist of qualified suppliers, inspected by the Food Quality and Safety Unit to ensure compliance with WFP standards and specifications.

THE FULL PROCESS





ROMANIA

CONSTANTA

YEMEN

TAIZZ

ADEN



PACKING

Wheat milled and transformed into flour and bagged into WFP marked bags.



STORING

Bagged wheat flour transported to WFP warehouses.



TRANSPORTING

Wheat flour delivered to cooperating partner warehouse, for transport to distribution sites.



DISTRIBUTING

Cooperating partner distributes food baskets to beneficiaries in Al Misrakh, Taizz Governorate.

EMERGENCY RESPONSE

IN 2018

WFP's core mandate is to assist people affected by conflict and natural disasters to alleviate their suffering, protect their dignity and save their lives.

In 2018, WFP responded to eight L3 and ten L2 emergencies, humanitarian crises of large scale and the most severe impact, with L3 being the most severe crises requiring the mobilization of the entire humanitarian system. All of these crises were conflict-driven or complex emergencies.

To ensure the timely delivery of assistance in contexts where access is difficult and where dire humanitarian conditions require immediate action, the supply chain must be flawless because the lives and livelihoods of millions of people depend on it.

WFP is increasingly using cash-based transfers in emergency responses, empowering beneficiaries with the flexibility to make their own decisions when it comes to food.

2.8M

MT of food

US\$1.08 B

cash assistance

for L3 emergencies

On 29/05/2018 the Sahel L3 was downgraded to an L2 and referred to as "Mali L2"

On 21/03/2018 Myanmar was referred to as an L2 and on 20/12/2018 the Bangladesh L3 was downgraded to an L2

53%

of WFP's overall cash assistance in 2018 to Syria+5 crisis



1.4M




MT of food



US\$85M

cash assistance



-  L3 EMERGENCIES
-  L2 EMERGENCIES
-  REGIONAL EMERGENCIES



“

I STUDIED MECHANICS FOR THREE YEARS BEFORE GETTING MY FIRST JOB IN A CAR REPAIR SHOP. AFTER A FEW YEARS, MY BOSS TOLD ME I COULD NOT GET A RAISE BECAUSE, AS A WOMAN, I COULD NOT BE EARNING MORE THAN MEN. I RESIGNED AND FOUND A JOB WITH WFP, WHERE I HAVE BEEN WORKING SINCE 2007. SINCE THEN I DO FEEL TREATED AS AN EQUAL AND IT IS REALLY REWARDING.”

**CHIFUNDO CHANGADEYA,
WFP'S CHIEF MECHANIC IN MALAWI,
SPECIALIZES IN TRUCK MAINTENANCE**



END-TO-END SUPPLY CHAIN: FROM PLANNING TO DELIVERY

PLANNING

PLANNING WORKS TO IDENTIFY THE BEST OPERATIONAL SOLUTIONS

The size, scale and complexity of WFP operations require comprehensive planning.

The Planning Unit works to maximize and mainstream best practices developed across WFP Supply Chain and on developing state of the art solutions leveraging advanced analytics tools.

Planning provides support to:



MANAGEMENT

bringing end-to-end visibility on WFP operations



COUNTRY OFFICES AND REGIONAL BUREAUX

identifying optimization opportunities, making new tools available and training staff



L3 EMERGENCIES

identifying solutions for complex scenarios

In South Sudan, delivery modalities to deep-field locations were optimized, decreasing the need for airdrops and thereby reducing costs. Also, the delivery network and the corridor utilization for prepositioning were optimized.



SUPPLY CHAIN PLANNING IS A MAGIC BALL WHICH ENSURES A COST-EFFECTIVE AND EFFICIENT OPERATION IN THE COUNTRY. WHILST WE HAVE HAD TO DELIVER MORE FOOD ASSISTANCE THAN BEFORE, WE HAVE BEEN ABLE TO MAKE SUBSTANTIAL REDUCTIONS IN BOTH THE DELIVERY COSTS AND LEAD TIMES, ENSURING HELP GETS TO THE MAXIMUM NUMBER OF PEOPLE IN NEED."

**ADHAM EFFENDI
HEAD OF LOGISTICS, SOUTH SUDAN**

ADVISORY SERVICES

SUPPLY CHAIN OPTIMIZATION

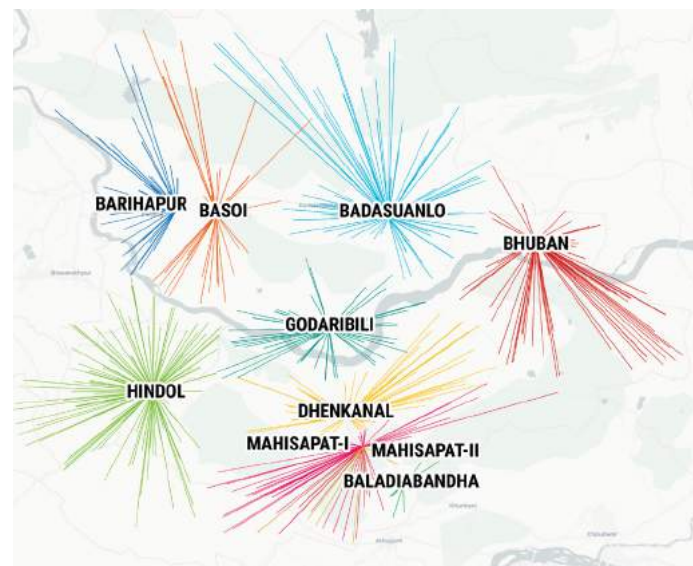
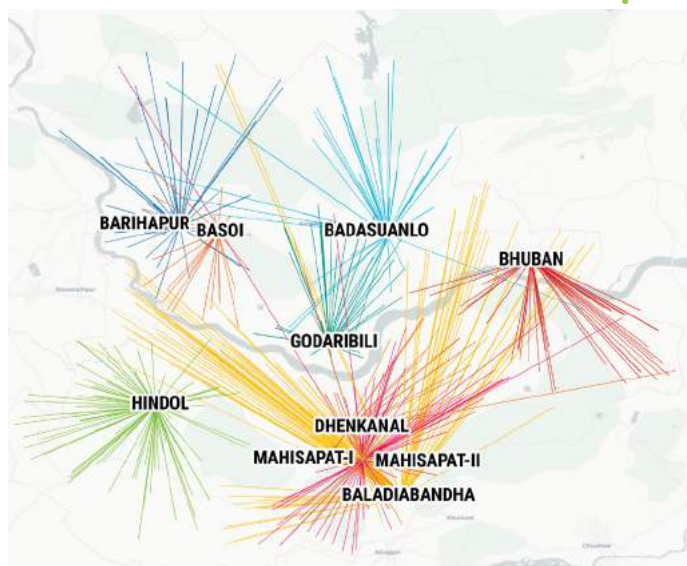
In 2018, WFP was asked to optimize the supply chain of India's Public Distribution System, a national safety net that reaches more than **800 million** Indians with a monthly allowance of cereals.

A proof of concept was developed for Dhenkanal district, in Odisha state, where the Public Distribution System assists **928,000 beneficiaries**.

WFP reviewed the various parts of the supply chain to identify inefficiencies and suggest alternative setups. One of the identified issues is that most of the cereal allocations are made based on administrative boundaries, which means that a warehouse in a specific suburb will be connected by default to all the mills and the delivery points in that suburb, even if other locations are physically closer. This results in higher transport costs and a less efficient supply chain.

This is what the network currently looks like, with several delivery points supplied by multiple warehouses that are not necessarily even the nearest ones

And this is how the network will look with an optimized allocation that would reduce the average distance travelled between warehouse and delivery point by **21 percent**



SOLVE

In many developing countries, health supply chains are inadequate, resulting in the unavailability of health products to beneficiaries where and when needed. Through SOLVE, a project funded by the Bill & Melinda Gates Foundation, WFP uses its wealth of supply chain expertise to strengthen health supply chains across 17 pilot countries in Africa and Asia. Acting as strategic advisor on the ground to map out the gaps in the supply chain affecting the availability of health commodities, WFP recommends the best solutions to eliminate inefficiencies and market barriers.

FOOD PROCUREMENT

FOOD PROCUREMENT ENSURES BENEFICIARIES RECEIVE APPROPRIATE FOOD, PURCHASED FAIRLY AND TRANSPARENTLY

Food procurement's primary purpose is to procure the right food at the right time, in the right place and at the lowest possible price to supply WFP beneficiaries.

The Food Procurement Unit is responsible for buying commodities locally, regionally and internationally. Procurement experts in country offices, regional bureaux and headquarters develop and maintain shortlists of qualified suppliers to source commodities, including complex commodities, such as fortified cereals, which are increasingly used in WFP food baskets.

By procuring food fortified with essential micronutrients, WFP is not only fighting hunger but also the health implications of malnutrition. For example, WFP is actively contributing to rice fortification in 16 countries through a successful collaboration between the Nutrition and Supply Chain Divisions.

In collaboration with other WFP functions, including Vulnerability Analysis and Mapping (VAM) and Programme, as well as with external stakeholders, Food Procurement uses market intelligence to develop sourcing strategies which define the optimal time to buy the different commodities in various locations.

Procurement of food increased by **64 percent** between 2014 and 2018, mainly driven by large scale emergencies such as Syria, Yemen and South Sudan.

Market prices are continually updated to avoid any adverse impact on local markets, while a stringent vendor vetting system is in place to ensure fairness, transparency and accountability.

3.6M

MT procured in 2018 worldwide for a total value of

US\$1.6B



20%

increase compared to 2017

79%

of 2018 procurement was in developing countries





FOOD SAFETY AND QUALITY

WFP INTEGRATES A COMPREHENSIVE FOOD SAFETY AND QUALITY ASSURANCE SYSTEM IN ITS SUPPLY CHAIN PROCESS, FROM PROGRAMME DESIGN TO DELIVERY, TO ENSURE BENEFICIARIES HAVE ACCESS TO SAFE AND HIGH-QUALITY FOOD

The importance of the work carried out by the unit dedicated to food safety and quality has grown steadily with WFP's food basket becoming more complex and relying more on processed food.



WFP/Giulio D'Adamo

FOOD SAFETY AND QUALITY

Evaluates vendors and provides assistance in managing inspection contracts



Conducts research to improve WFP food baskets



Works on product and packaging specifications



Enhances suppliers' capacity to prevent food safety and quality issues



Collaborates with other actors on standard setting for food safety and quality



KEY ACHIEVEMENTS IN 2018

Built a platform for monitoring laboratory results capturing 21,000 data points and analysing trends of underperformance

Completed technical review of **20 food specifications** of food basket items

Redesigned packaging of oil jerrycans to improve strength and reduce losses and adverse environmental impact

Coordinated **23 food safety and quality audits** in nine countries

Led an **interagency partnership** comprising WFP, UNICEF, USAID, MSF and ICRC for streamlining food safety and quality processes such as supplier audits

GOODS AND SERVICES PROCUREMENT

GOODS AND SERVICES PROCUREMENT IS ESSENTIAL TO KEEP WFP OPERATIONS AROUND THE WORLD RUNNING AND MAKING THE MOST EFFECTIVE AND EFFICIENT USE OF WFP RESOURCES

The unit establishes agreements with suppliers of goods and services that can be used across operations.

Procurement specialists provide guidance, advisory and support services to country offices, and carry out oversight missions to ensure the most effective and efficient use of WFP's resources.

US\$9.5M

savings resulting from agreements for the purchase of Jet A1 fuel and Satellite Telecoms

YEMEN RUNS ON WFP FUEL

In 2018 WFP procured 36 million litres of diesel and petrol in support of the humanitarian response in Yemen.

This fuel has enabled WFP and its partners to run their operations and provide crucial assistance to the vulnerable.

The unit procures goods and services on behalf of the entire organization, not just Supply Chain. From new HR software to jet fuel for aviation.

US\$70M

value of commodity voucher contracts in Yemen managed by the unit in 2018

US\$763M

goods and services purchased in 2018

from

152

countries



SURFACE TRANSPORT

SURFACE TRANSPORT INCLUDES LAND TRANSPORT AND LOGISTICS ACTIVITIES THAT ENABLE FOOD TO BE SAFELY DELIVERED TO FINAL LOCATIONS

To fill critical gaps in the commercial transport market, WFP relies on its own fleet of trucks, essential in operating environments that are remote, insecure, or lacking in infrastructure.

In 2018, Global Fleet owned and operated a fleet of **325 trucks**.

The Global Fleet Unit is responsible for the management of these trucks, located in two hubs, in Accra and Kampala, for fast deployment to emergencies. The unit also ensures supervision of operations and provides technical support and training.

More than 200 trucks were deployed every month in 2018 from the hubs to deliver food in often very challenging conditions.



Once the food reaches the destination country, it is transported to the partners' warehouses for distribution, via road, river, or rail, depending on the geography of the country and accessibility. Surface transport is, however, mainly road transport.



18,220



contracts with land transporters in 2018 for a value of

US\$ 982M



which translated into



5,600

trucks on the road daily

93

countries

IN 2018, SUPPLY CHAIN SUPPORTED SCHOOL FEEDING ACTIVITIES IN 57 COUNTRIES

Delivered commodities to the schools



Procured food locally for “home-grown school feeding,” which boosts the local economy



Ensured that children got safe food by providing food safety and quality guidance and technical support



I HAVE ON MORE THAN THREE OCCASIONS SLEPT ON THE ROAD WHEN MY TRUCK GOT STUCK IN THE MUD OR WHEN THE ROADS WERE IMPASSABLE DUE TO POOR CONDITIONS. BUT I’M ALWAYS INSPIRED EVERY TIME I ARRIVE AT A SCHOOL TO DELIVER FOOD FOR SCHOOL MEALS. I’M WELCOMED BY CHILDREN JOYFULLY SHOUTING ‘PORRIDGE! PORRIDGE! PORRIDGE!’

STANLEY KONDOWE, A WFP TRUCK DRIVER IN MALAWI, DELIVERS SCHOOL MEALS AND LIFE-SAVING SUPPORT TO HARD-TO-REACH COMMUNITIES

School feeding is one example of how Supply Chain supports WFP’s programmatic activities.

SHIPPING

USING OCEAN TRANSPORT, WFP IS ABLE TO DELIVER HIGH-VOLUME HUMANITARIAN ASSISTANCE WORLDWIDE

A dedicated shipping unit is responsible for cost-efficient ocean transport services providing timely and agile operational support to WFP operations, ensuring aid is delivered at the right time, in the right quantity and with the most appropriate mode of transport.



2.8M

MT shipped by sea

Shipping is in charge of concluding long-term and spot contracts for cargo handling, for maintaining and reviewing WFP's network of brokers, forwarding agents and other service providers. Furthermore, shipping officers conduct market intelligence and port assessments.

The Shipping Unit is also responsible for sea passenger operations to support complex operations such as the humanitarian response in Yemen, where 160 passenger and cargo voyages were completed in 2018 using two vessels.

75 percent of transported commodities were discharged in only **10 ports**: Aden, Hudaydah and Saleef (Yemen); Mombasa (Kenya); Port Sudan (Sudan); Djibouti (Djibouti), Berbera (Somalia); Tartous (Syria); Salalah (Oman); and Douala (Cameroon).

TOTAL TONNAGE SHIPPED

1.9 MILLION MT
2014

2.2 MILLION MT
2016

2.8 MILLION MT
2018

INSIGHT

IN 2018

70%

of all food
for general
distribution



entered Syria
through the
ports of Tartous
and Lattakia

ALIA

AL-KHOURY

An expert in shipping and import operations, Alia Al-Khoury has worked for WFP for more than a decade. Leading a team of 15, she headed WFP port operations in Tartous and Lattakia, Syria, from 2016 through 2018.

“I don’t need to pick up a 50 kg bag of food to prove myself; knowledge and humility are more important than big muscles to do your job well and earn respect. My team – actually, more like a family – and I are passionate about our work because we can see how our work saves lives and delivers hope.”

ALIA AL-KHOURY

LOGISTICS OFFICER
PORT OPERATION
IN TARTOUS AND LATTAKIA

POSTCARDS FROM THE FIELD



WFP/Marc Vachon



Easily assembled, moveable, reusable warehouses that can last more than 40 years in all climates? Meet the flospan, a specially-engineered, enamel-coated, frameless steel building system that can be assembled by hand, without any cutting or drilling. Supply Chain and the Government of Ethiopia are constructing 53 flospans in 27 refugee camps to boost storage capacity by 20,000 mt. This is crucial to store the food needed to assist the approximately one million refugees in Ethiopia. Specially trained drivers, who transport and assemble the flospans, are the true heroes of the project.

From:
Ethiopia



Logistics Cluster



For some, VOS Apollo is the only way to transport essential humanitarian cargo to Yemen. For others, it's a reliable passenger service. For yet others, it's the only means of emergency rescue and evacuation. Coordinated by the Logistics Cluster, the WFP-chartered vessel has acted as an invaluable weekly humanitarian passenger and cargo service from Djibouti to Aden and back since 2016. In 2018, the 600-mt capacity vessel ferried 537 passengers and 593 mt of humanitarian cargo for 26 organizations – ranging from Oxfam to UNICEF – between the two cities over 49 rotations.

From:
Port of Djibouti, Djibouti

AVIATION

THE AVIATION SERVICE ENABLES WFP TO DELIVER ASSISTANCE TO VULNERABLE PEOPLE IN LOCATIONS THAT CANNOT BE ACCESSED BY ANY OTHER MEANS

Aviation provides air transport capacity to deliver food and non-food items through airlifts, airfreight and airdrops.

Aviation is key in supporting WFP operations, as well as those of other humanitarian organizations and is particularly crucial in emergency response when aid must be delivered to the affected population fast.

In 2018, WFP delivered relief supplies on a large scale to support a number of emergency responses, including the Ebola outbreak in the Democratic Republic of the Congo, the earthquakes in Papua New Guinea, the cyclone that hit Socotra island in Yemen and the floods in Somalia.

In 2018, **14,912 MT of cargo** was airlifted to **19 countries**.

Airdrops are resorted to when inaccessible roads, insecurity and lack of proximity to a waterway make access impossible other than by air.

In 2018, **60,667 MT of food** were airdropped to **81 drop zones** in South Sudan.



STORAGE

STORAGE IS A KEY STAGE IN A COMMODITY'S JOURNEY TO BENEFICIARIES

Good storage facilities and solid warehouse management are integral components of WFP supply chain and crucial to the ability to deliver food and non-food assistance.

WFP uses many different types of warehouse facilities. Some are permanent structures, others are temporary and deployed to serve immediate emerging needs following emergencies, or to be close to the final distribution points.

WFP staff are trained in setting up mobile storage units, as well as in managing stocks effectively to ensure the quality of all stored items and minimize losses.



The logistics centre in Amboasary in the south of Madagascar is a key hub with a capacity of 5,000 mt, serving one of the most fragile areas of the country.

597

warehouses



75

countries



447

managed by
WFP



150

managed by
third parties

WE RECORD VERY FEW FOOD LOSSES ANNUALLY, A TESTAMENT TO OUR STRICT FOOD MANAGEMENT AND STORAGE PRACTICES. WE ARE ALSO VERY HAPPY TO SEE THE WAY OUR WORK HAS PROMOTED THE LOCAL PURCHASE OF FOOD FROM SMALLHOLDER FARMERS. I AM REALLY PROUD TO WORK IN AMBOASARY."

**BRUNO RAKOTOSAN,
WFP'S HUB MANAGER, AMBOASARY,
MADAGASCAR**

POSTCARDS FROM THE FIELD



CASH-BASED TRANSFERS AND MARKETS

THE CASH-BASED TRANSFERS (CBT) AND MARKETS UNIT WORKS WITH THE RETAIL SECTOR TO MAP THE END-TO-END SUPPLY CHAIN, REMOVING INEFFICIENCIES AND IMPROVING PRICES, QUALITY, SERVICE AND ACCESS FOR BENEFICIARIES AND THE LOCAL POPULATION

Capitalizing on WFP's 50+ years of experience in optimizing supply chains, CBT and market experts are deployed to countries where markets are functioning to:



THE IMPACT IS



2018 KEY ACHIEVEMENTS



In Lebanon, WFP-contracted stores are five percent cheaper than other stores, translating to an additional **US\$6.5 million** purchasing power for WFP beneficiaries and the local population.



In Jordan, **81 percent** of contracted retailers are certified in Food Quality and Assurance by WFP and the Jordan Food and Drug Administration.



In Kenya, by linking local farmers and producers to retailers, the supply of fresh produce to Kakuma and Kalobeyei settlement markets increased by **200 percent** and the price of tomatoes decreased by **30 percent**.



In Bangladesh, WFP constructed two new outlets in Cox's Bazar, providing food access to **135,000** additional beneficiaries.

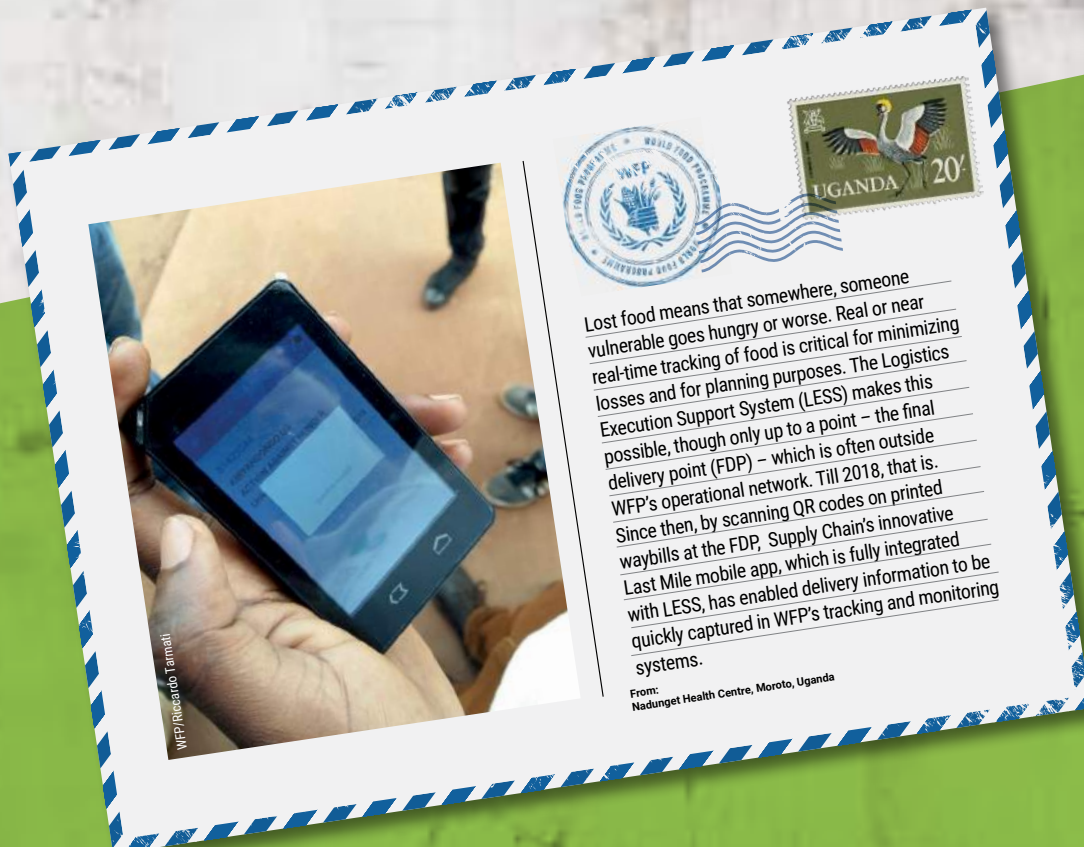
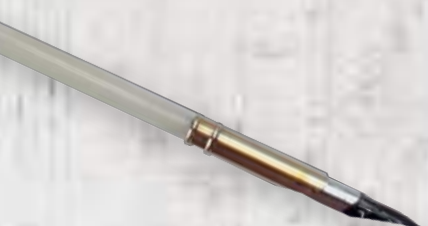
“

BEFORE THERE WERE NO SHOPS IN THE AREA AND WE COULDN'T BUY ANY OF THE GOODS AVAILABLE NOW. WHEN WE STARTED WE WERE NOT ABLE TO WORK VERY WELL, BUT THROUGH WFP'S TRAININGS WE ARE ABLE TO WORK BETTER AND WE LEARNT HOW TO NEGOTIATE WITH OTHER PEOPLE.”

**JACKLINE NEKESA WAFULA,
HOST COMMUNITY CONTRACTED TRADER IN
KALOBEYEI SETTLEMENT**



POSTCARDS FROM THE FIELD





WFP's expertise in humanitarian supply chain and its extensive field presence enables it to provide logistics services to other humanitarian actors.

WFP is making assets and services available to humanitarian organizations, supporting them in responding to emergencies more effectively and efficiently.

BILATERAL SERVICE PROVISION

BILATERAL SERVICE PROVISION SUPPORTS PARTNERS IN THEIR PROGRAMME INTERVENTIONS WITH CRUCIAL LOGISTICS SERVICES

Making use of its expertise in humanitarian logistics and its extensive field presence, WFP is able to provide logistics services and procure assets and relief items upon request to support emergency and development operations.

Particularly in countries where infrastructure is limited or inefficient and in complex operating environments, where access is difficult, WFP can make the difference between success and failure, allowing partners to provide a comprehensive response in hard-to-reach locations more efficiently and effectively.

CENTRAL AFRICAN REPUBLIC

900M³

medicines and testing kits delivered to 838 delivery points for Global Funds projects

CHAD

6.7M

mosquito nets distributed across 13 regions for UNDP

YEMEN

60K

sachets of oral rehydration salts distributed with food baskets for WHO



UNITED NATIONS HUMANITARIAN AIR SERVICE

UNHAS PROVIDES SAFE, RELIABLE AND EFFICIENT AIR TRANSPORT SERVICE TO ENABLE AID WORKERS TO REACH PEOPLE IN NEED IN COUNTRIES AFFECTED BY CONFLICTS AND NATURAL DISASTERS

During sudden onset emergencies, air transport is often the fastest way to reach affected populations. UNHAS enables first responders to provide immediate life-saving assistance and ensures timely delivery of relief supplies to avert loss of life and or deterioration of the humanitarian situation.

UNHAS has 63 aircraft, with an additional 40 aircraft on standby, and its operations are comparable to some international commercial airlines.

UNHAS is managed by WFP on behalf of the humanitarian community. It is in charge of transporting passengers and light cargo for United Nations agencies, NGOs, donors, diplomatic missions and other organizations responding to humanitarian needs across the world.

UNHAS also performs medical evacuations and security relocation for aid workers. Following the two Ebola breakouts in the Democratic Republic of the Congo, UNHAS promptly deployed customized helicopters to transport health personnel and biological samples, and to serve as evacuation capacity for suspected patients.

2018 IN NUMBERS

386K

passengers transported

3,656

MT of cargo transported

16

countries served

700

partners supported

Performed the highest number of security evacuations at one time by evacuating 245 humanitarian aid workers in only two days following an attack on humanitarian premises in Maban, South Sudan.

LOGISTICS CLUSTER

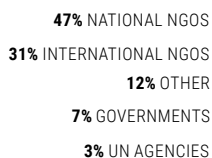
THE LOGISTICS CLUSTER ENABLES GLOBAL, REGIONAL AND LOCAL ACTORS TO MEET HUMANITARIAN NEEDS

The cluster works with stakeholders in high-risk countries and regions to strengthen local logistics capacities. In crises, where these capacities are exceeded, the cluster provides leadership, coordination, information and operational services.

Globally, the Logistics Cluster is a community of partners actively working together to develop and share best practices and solutions and to effectively and efficiently fill critical logistics gaps in emergencies.

WFP is the lead agency of the Logistics Cluster, appointed by the Inter-Agency Standing Committee (IASC) due to its expertise in the field of humanitarian logistics and its operational reach. As lead agency, WFP acts as provider of last resort when necessary, ensuring humanitarian actors have access to the common logistics services they need to complete their important work.

During 2018, the Logistics Cluster had active operations in 13 countries.



606

ORGANIZATIONS SUPPORTED





“

I'VE WORKED IN LOGISTICS FOR OVER 14 YEARS, AND ALMOST 9 YEARS IN THE HUMANITARIAN SECTOR. DESPITE ALL THE UPS AND DOWNS I REALIZE THERE IS NO GREATER SATISFACTION THAN HELPING OTHERS IN THEIR TIME OF NEED. THIS IS ALSO SOMETHING I WANT TO PASS DOWN TO MY DAUGHTER.”

**SAMUEL TEREFE,
LOGISTICS CLUSTER COORDINATOR, SYRIA**

Samuel started his career with WFP in Ethiopia in 2009 and has been with the Logistics Cluster in Syria since 2016.

UNITED NATIONS HUMANITARIAN RESPONSE DEPOT

UNHRD OFFERS SUPPLY CHAIN SOLUTIONS TO THE HUMANITARIAN COMMUNITY

UNHRD is a network of six hubs located in Ghana, Italy, Malaysia, Panama, Spain and the United Arab Emirates that procures, manages and transports emergency supplies for the humanitarian community.

UNHRD is a one stop shop for partners, offering free storage, procurement, transport, and cargo handling, as well as the HRD Field Team, which is available on call and at the onset of an emergency. The Field Team helps organizations set up equipment, consolidate cargo, manage non-food items and train local staff.

UNHRD also hosts the LAB, a research and development unit that reviews, tests and helps develop innovative solutions and products for supply chain operations. It aims to improve logistics support equipment and provide solutions for reducing waste from relief items packaging.

In 2018, UNHRD supported the relief efforts of its partners in some of the world's worst humanitarian crises, including Bangladesh, Yemen, the Democratic Republic of the Congo, South Sudan and Somalia.



US\$58M

relief items and support equipment

SENT TO

93

countries



567

shipments

THROUGH

35



partners

FOR



ALSO DEPLOYED THE FIELD TEAM

FOR

395

days

TO

5

COUNTRIES

Benin, Chad, the Democratic Republic of the Congo, Kenya, Uganda

to install equipment, provide technical assistance to the teams on the ground and train local staff in installation and equipment maintenance

POSTCARDS FROM THE FIELD



WFP/Adine Bahaji



WFP Supply Chain delivered 3.9 million metric tons of food globally in 2018. This was accomplished in some of the most complex and challenging contexts possible, spanning conflict zones, deserts, mountains, floods, impassable roads and torrential rain. Despite these conditions, the amount of food lost (12,218 MT) was the lowest since 2011, thanks to a combination of the division's expertise, the courage and inventiveness of its people, and strong oversight and good guidelines, manuals and training. This works out roughly to a courier company in a city with severely damaged roads and rudimentary infrastructure losing only 1 parcel out of every 300!

From:
District of Thyolo, Malawi



WFP/Alice Muro



Trains on water! Eighteen train wagons carrying vegetable oil for WFP operations in Uganda travelled across Lake Victoria in early July. More specifically, they travelled on the MV Umoja ferry from Mwanza, Tanzania to Port Bell, Uganda. By reducing transit time and cutting costs by about half, the reopening of the rail-lake-rail corridor on Lake Victoria after ten years ensures that WFP assistance quickly reach beneficiaries in neighbouring countries such as the Democratic Republic of the Congo, Uganda, Rwanda, Burundi and South Sudan.

From:
Lake Victoria, Tanzania

INNOVATION

MAKES SUPPLY CHAIN GO FURTHER

Innovation is not only about high-tech tools and cutting-edge ideas, but also involves thinking outside the box, returning to basics and creating tools enabling WFP to make the best use of limited resources to reach those in need.



SHERP

WFP deployed SHERP, a new amphibious all-terrain vehicle capable of tackling the most challenging conditions as well as float and move out of the water, in the Democratic Republic of the Congo and South Sudan. The SHERP vehicle can handle all kinds of terrain—and float on water. These vehicles can hold 1 mt of cargo, have very low fuel consumption and can run for around 500–600 km on a full tank. They will allow WFP to deliver food to places that have so far only been reachable by air, cutting transport costs significantly.

“This vehicle is going to help us a lot,” says Richard Gama, a driver from South Sudan who was trained to drive the SHERP. Richard has been a driver with WFP South Sudan for the past 12 years. “Sometimes we can’t get the food across to the people as our trucks can’t pass, so they have to cross the swamps to come and get the food from us.”



WFP/Hugh Rutledge



REMOTELY PILOTED AIRCRAFT SYSTEMS (DRONES)



While cargo delivery by air has traditionally been by manned aircraft, Remotely Piloted Aircraft Systems (RPAS) – commonly known as Drones – offer untapped potential in cargo delivery. RPAS would also reduce the risks associated with staff security in a theatre of operation, especially in conflict areas. WFP Aviation has been engaged with different manufacturers and potential operators including one with a RPAS capable of delivering 1.5 mt of cargo to very short airstrips.

KG

OPTIMUS

Optimus, Supply Chain’s planning tool, helps WFP make better evidence-based decisions by processing large amounts of data to draw up operational plans that ensure that people receive the right assistance. Optimus can be an invaluable ally when facing emergency situations and budget constraints. For example, in Yemen, where the world’s worst humanitarian crisis is unfolding, Optimus generated several optimized food baskets with different compositions, from full rations to half rations—and even quarter-rations for worst-case scenarios—depending on funding availability. It was then used to identify the optimal sourcing and delivery strategies for providing these baskets to increasing numbers of people.

Optimus can help make the best decisions on the composition of the WFP food basket, taking all relevant factors into account.



WFP/Reem Skillerud

PACKAGING

Given the millions of tons of food delivered all over the world by WFP every year, packaging plays a crucial role in preserving the safety and quality of the food as well as reducing waste and the environmental impact of the packaging itself.

All this keeping in mind the needs of the user. For example, WFP has changed the packaging of its lipid-based nutrient supplement from weekly rations in pots to daily rations in sachets, making it easier for mothers to feed their children. **“The sachets are easier for the mothers to use, making sure that the children receive the right amount of nutrient-enriched food, and preserve the hygienic conditions of the food in situations that are often very precarious,”** explains food technologist, Thibaut Mirieu Labarre. The change also had other positive impacts: it brought down transport costs—12 percent more rations could be transported using the same space—and reduced product and packaging waste.



M³



RIVER DELIVERIES

In October 2018, for the first time since the start of the civil war in South Sudan, WFP managed to reach communities in Ulang County, in the Upper Nile, by sending boats carrying life-saving humanitarian assistance up the river Sobat, a major tributary of the White Nile. River deliveries are an excellent alternative to costly airdrops, apart from driving economic growth of riverside communities.



AIRDROPS

At times when all surface access is impossible, WFP takes to the skies. In South Sudan, WFP can airdrop every item in the food basket. In Syria, high-altitude airdrops were the only way to provide food to the besieged population of Deir Ezzor, 2016-2017. Dropping food from an altitude of over 5 km needs careful preparation, surgical precision, detailed and up-to-the-minute weather and security information, nerves of steel and no little skill. Think of it as dropping sesame seeds onto a postage stamp from a height of 5 metres...over and over again.



WORKING WITH PARTNERS TO MAXIMIZE EFFICIENCY

WFP WORKS WITH A WIDE RANGE OF PRIVATE SECTOR PARTNERS WHO PROVIDE CASH, IN-KIND SUPPORT AND EXPERTISE TO ASSIST WFP IN REACHING THOSE IN NEED IN THE MOST EFFECTIVE WAY

PARTNERSHIPS WITH RENAULT TRUCKS AND UPS ARE EXAMPLES OF SUCH SUPPORT TO WFP SUPPLY CHAIN



RENAULT TRUCKS

Since 2015, Renault Trucks has supported WFP through fleet training that strengthens the capacity of WFP mechanics, workshop managers and fleet managers.



200 WFP STAFF
trained



15 TRAINING SESSIONS
in 12 African countries



A MOBILE TRAINING UNIT

Equipped with a spare engine, tires and other mechanical assets, trains mechanics in truck repair and maintenance



1 DONATED MOBILE TRAINING UNIT

Two will be donated in 2019 and 2020



COSTS REDUCED BY HALF

“THE PARTNERSHIP WITH RENAULT TRUCKS IS A REAL SOURCE OF MOTIVATION FOR OUR STAFF, AS WE CAN SEE THE PRACTICAL BENEFITS. BEFORE, WE WERE LOSING AROUND TWENTY TRUCKS PER YEAR IN CENTRAL AFRICA, WHEREAS THIS YEAR WE HAVEN'T LOST ANY! OUR TEAMS ARE BETTER TRAINED IN FIXING BREAKDOWNS AS WELL AS IN PREVENTIVE TRUCK MAINTENANCE. MAINTENANCE COSTS CAN BE REDUCED UP TO 50 PERCENT.”

Jean-François Milhaud,
Global Fleet Manager

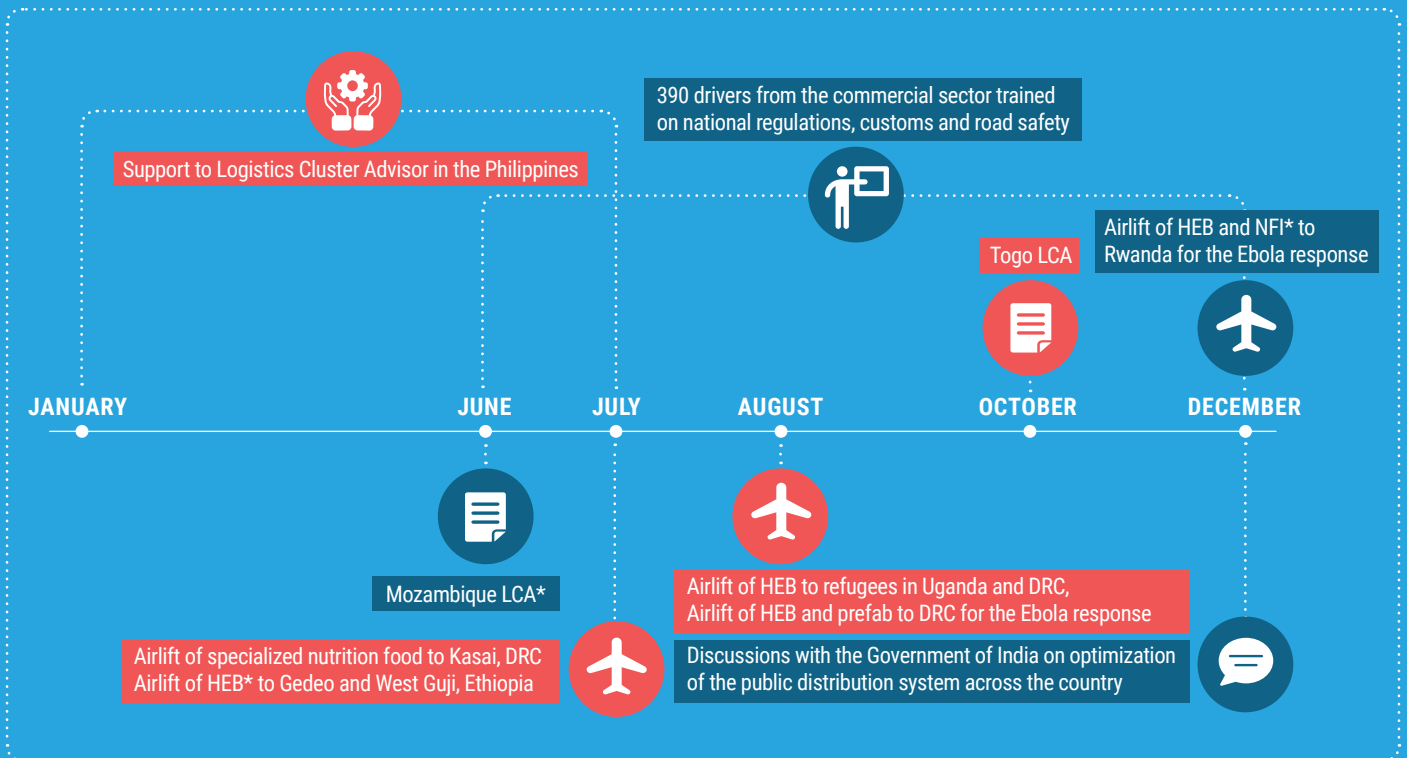




UPS

WFP has been partners with UPS since 2011. During 2018, the partnership continued and strengthened.

KEY EVENTS DURING 2018



*HEB: High Energy Biscuits | *NFI: Non-Food Items

*Logistics Capacity Assessments (LCAs), are one of the most important WFP tools when it comes to emergency response, as they provide standardized information on infrastructure, such as port and airport capacity, roads, bridges, as well as cash and markets and telecommunication in a given country.

STANDBY PARTNERS

Standby Partners (SBP) are organizations – NGOs, private sector donors and governmental entities – which complement WFP’s emergency response and surge capacity, by rapidly deploying personnel and providing equipment at the onset of an emergency. Mutual trust and understanding built over many years of partnership further strengthen the collaboration.

KANANGA BASE TRAINING CAMP – AN EXAMPLE OF SBP COLLABORATION

Establishing an operating base is a major challenge for humanitarians responding to emergencies. In 2018, as part of a standby partner agreement, the Swedish Civil Contingencies Agency (MSB) expanded WFP’s existing office space into an inter-agency hub, providing essential support to the humanitarian response in Kasai, DRC.



7 STANDBY PERSONNEL

deployed to construct the camp



10 PREFABRICATED STRUCTURES

amounting to **32** additional offices



3 PREFABS

amounting to meeting space for **30-40** people



6 NEW TOILET facilities



CONNECTING THE NEW STRUCTURES

to the power grid

WFP Supply Chain is grateful to all donors for their contributions to WFP, without which the work of the division would not be possible. Donors who also contributed directly to the common logistics services, including the Logistics Cluster, UNHAS and UNHRD, are noted in bold.

AFGHANISTAN - AFRICAN DEVELOPMENT BANK - ANDORRA - ARMENIA - AUSTRALIA - AUSTRIA - BANGLADESH - BELGIUM - BENIN - BOLIVIA - BRAZIL - BURKINA FASO - BURUNDI - CAMBODIA - CANADA - CHILE - CHINA - COLOMBIA - CÔTE D'IVOIRE - CROATIA - CYPRUS - CZECHIA - DEMOCRATIC PEOPLE'S REPUBLIC OF KOREA - DENMARK - DJIBOUTI - DOMINICAN REPUBLIC - ESTONIA - EUROPEAN COMMISSION - FINLAND - FRANCE - GERMANY - GHANA - GUATEMALA - GUINEA - GUINEA BISSAU - HONDURAS - HUNGARY - ICELAND - INDIA - IRELAND - ISRAEL - ITALY - JAPAN - KAZAKHSTAN - KENYA - KUWAIT - LAOS - LESOTHO - LIECHTENSTEIN - LITHUANIA - LUXEMBOURG - MADAGASCAR - MALAYSIA - MALTA - MONACO - NAMIBIA - NEPAL - NETHERLANDS - NEW ZEALAND - NICARAGUA - NIGER - NIGERIA - NORWAY - OPEC FUND FOR INTERNATIONAL DEVELOPMENT - PAKISTAN - PANAMA - PERU - PHILIPPINES - POLAND - PORTUGAL - PRIVATE DONORS - QATAR - REPUBLIC OF KOREA - ROMANIA - RUSSIAN FEDERATION - SAUDI ARABIA - SIERRA LEONE - SLOVAKIA - SLOVENIA - SOUTH AFRICA - SOUTH SUDAN - SPAIN - SRI LANKA - SUDAN - SWEDEN - SWITZERLAND - THAILAND - TIMOR LESTE - TURKEY - UN CERF - UN OTHER FUNDS AND AGENCIES - UNITED ARAB EMIRATES - UNITED KINGDOM - UNITED STATES OF AMERICA - WORLD BANK - ZAMBIA



Supply Chain Division

World Food Programme

Via Cesare Giulio Viola 68/70,
00148 Rome, Italy
T +39 06 65131
wfpinfo@wfp.org | wfp.org