

Regional Bureau for **Eastern Africa**



World Food Programme

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# LOGISTICS in Eastern Africa: Delivering Amidst Increased Challenges



## Overview

In 2023, the Eastern Africa region faced unprecedented operational, economic, and access challenges. Despite these hurdles, the WFP Logistics remained a resilient backbone of its operations. Our logistics operations were agile, efficient, and swift, ensuring that we reached people affected by crises. The efforts in reaching beneficiaries during emergencies and providing lifesaving food assistance significantly contributed to the mission of eradicating hunger.

Key areas of logistics interventions:

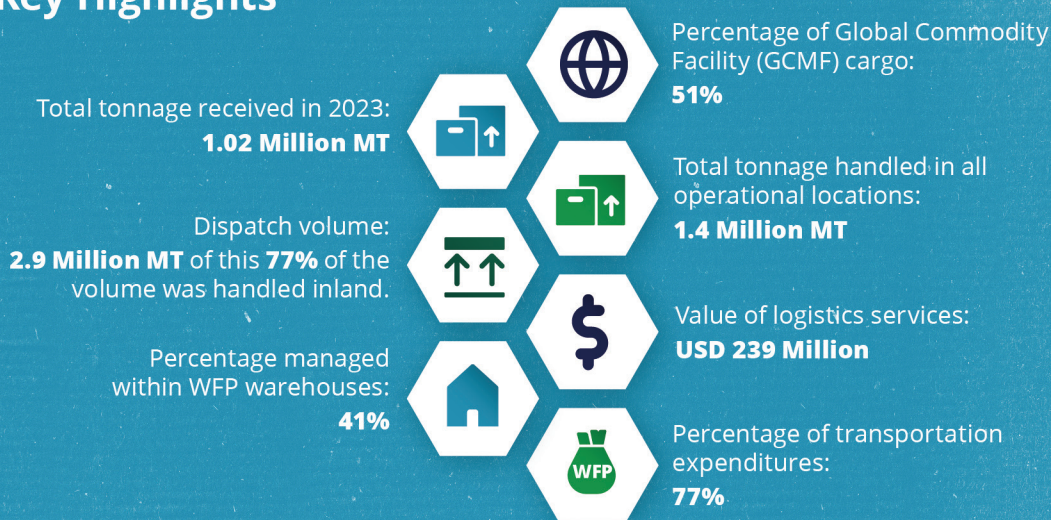
-  Efficient logistics network management.
-  Sustainable supply chain operations.
-  Optimized corridor operations.
-  Supply chain Cash Based Transfers (CBT).
-  Evidence based supply chain planning.
-  Supply chain sustainability.
-  Efficient on-demand service provision.
-  Commodity management and delivery assurance.

## An efficient Logistic Network

WFP operated a robust logistics network in the Eastern African region. This network was characterised by effective coordination of logistics networks, including ports, routes and warehouses. Several strategic ports of entry were utilised to receive food, including Mombasa in Kenya, Mogadishu and Berbera in Somalia, the Port of Djibouti in Djibouti, and Port Sudan in Sudan.



## Key Highlights



The value of logistics services totalled 239 million USD, with transportation accounting for 77 percent of the expenditures. WFP handled 1.4 million metric tons (MT) of food in 2023 including in warehouses, ports, and transshipment points, with 41 percent managed within WFP warehouses.

WFP worked with about 1000 WFP trucks and 499 commercial transporters of Road, River and Air, leveraging local knowledge of road networks while also contributing to the local economies. More than 2.9 million MT of food was dispatched to various operations providing food assistance to nearly 40 million people.

WFP used its **Global Commodity Management Facility (GCMF)** to purchase food when prices were favourable. Of all the food procured within the region, 74 percent was through GCMF. This shortened emergency response times, as the food was readily available and reduced delivery lead time because the food was delivered and prepositioned in strategic locations ready to dispatch when countries received their contributions.

In addition to in-kind food assistance, **WFP distributed cash assistance** where markets were feasible, empowering beneficiaries with flexibility and autonomy to make choices on food consumption. More than 16 million people received cash assistance worth – USD 507,316,574 cash transfers and USD 242,147,124 value vouchers.



WFP/Mohamed Elamin

## Logistics Delivering in Fragile Contexts: Sudan Response

In its commitment to leaving no one behind, WFP logistics in the region worked with partners, governments, and communities to identify alternate routes to reach people in need particularly in areas with access challenges.

In Sudan, the conflict not only disrupted supply routes but also damaged the infrastructure and led to diminished visibility on conditions of the road network, making it difficult to deliver food assistance. These challenges were exacerbated by an increase in country transport costs due to the lack of access to fuel, and limited access to cash.

WFP established five new food supply corridors (Chad, South Sudan, Libya/Egypt, Ethiopia) along transport routes that had become complex and contested. In addition, the logistics cluster in close coordination with the OCHA-led Humanitarian Access working group and the humanitarian civil-military coordination cell, established UNHAS services/air bridge from Kenya to Port Sudan, provided support for the management of humanitarian crossline convoys to hard-to-reach areas. The corridors utilized to receive food in Sudan during the emergency response included Chad - 7,528 MT, Egypt - 50 MT, South Sudan - 352 MT, and Port Sudan - 95,298 MT, along with GCMF handovers and local purchases. In 2023, more than 187,000 MT of food and USD 39.2 million were distributed to more than 8 million people across Sudan.

## Logistics Fundamentals

Despite the challenges encountered, the WFP Logistics team maintained a commendable 93 percent data reliability index score (which is a measure of real-time transaction entries), and enhanced the operational effectiveness, especially towards responding to the emergency challenges when pipeline breaks would have had fatal consequences. To ensure the integrity of food distribution, WFP implemented tracking measures to verify the food commodities in the warehouses and track them through the system once they are dispatched for delivery. Several tools including agreements with transporters and training programs focused on commodity tracking to support this effort were put in place.

WFP enhanced its supply chain Food Transfer Cost budget planning, clearance, and approval process. This has helped increase the visibility of supply chain cost information contributing to informed decision-making during budget reviews and strategic planning processes.

Moreover, WFP made significant strides in enhancing its assurance measures. This was made possible through the efforts of an augmented team that assisted country offices in reviewing their commodity management practices and assessing potential risks of food leakage at the final stages of distribution. This comprehensive review covered 286 final distribution points and involved over 305,488 metric tons of food.

## Enhanced Accountability through Supply Chain Planning

Recognizing the need for enhanced transparency and efficiency, WFP established a control tower for Uganda and Ethiopia, serving as centralized hubs for managing critical supply chain functions.

This was critical as it provided real-time downstream and upstream information on pipeline projections. The towers also introduced qualitative and quantitative transporter performance dashboards, enabling real-time monitoring and analysis of transporter performance metrics. This facilitated oversight of food and goods and services procurement, food loss monitoring, food supplies, cooperating partner last mile monitoring, food and non-food items procurement, and handovers against issued food release notes.

## Supply Chain Cash-Based Transfers and Market Support Services

WFP is progressively scaling up the use of cash across the region, recognising its contribution to the local economy and its ability to empower beneficiaries. WFP logistics monitored market functionality to identify their potential to support CBT operations and inefficiencies.

WFP worked with contracted retailers in the region, monitored their services and provided training to ensure WFP received quality services.

Through workshops and training sessions, staff capacity was augmented, facilitating improved market linkages and the effective implementation of market development initiatives.

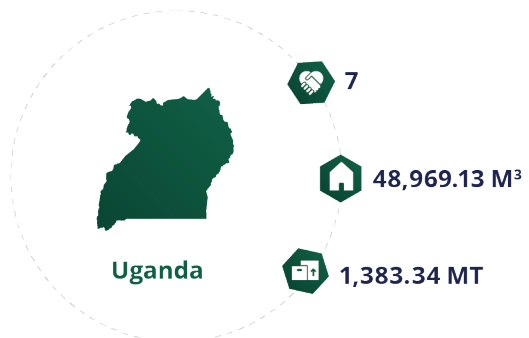
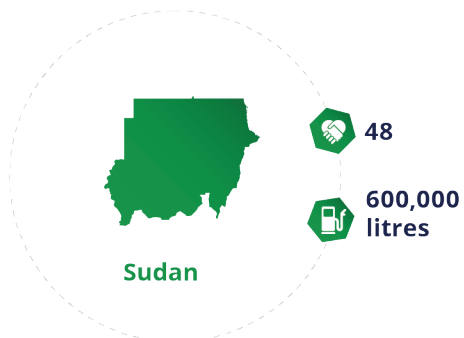
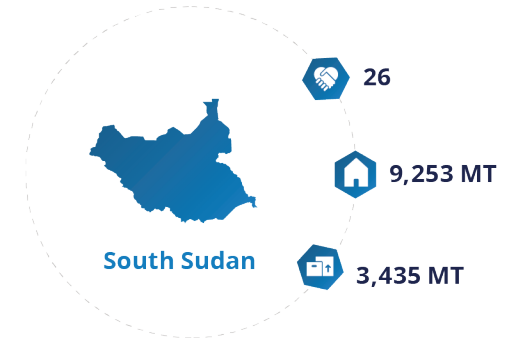
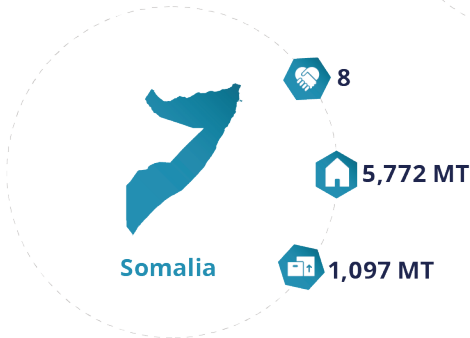
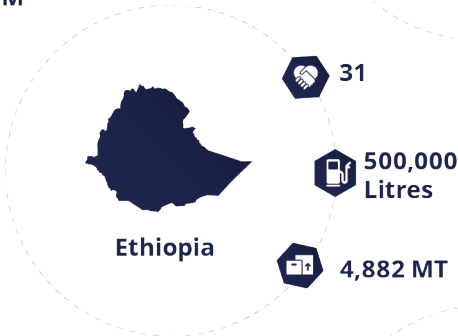
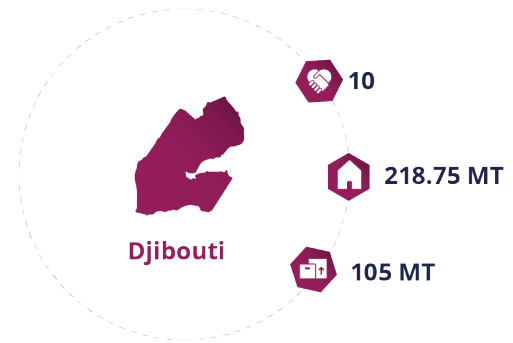
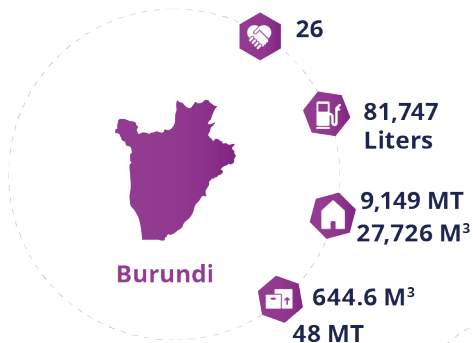
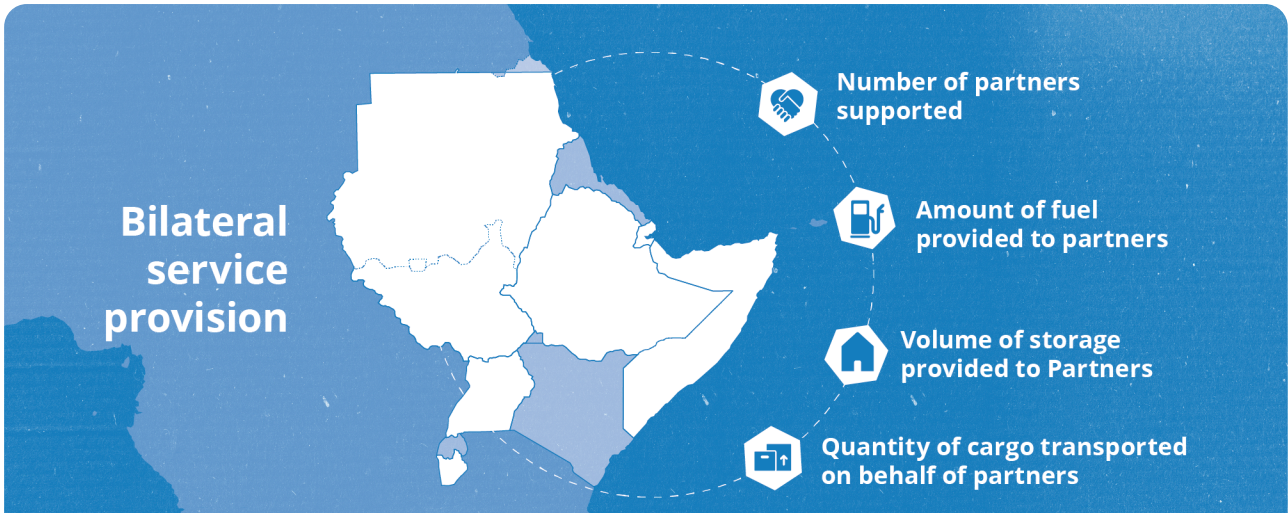
## Transformative Logistics Initiatives

The Regional Bureau provided support to country offices on **Corridor Management**, focusing on timely budget setup, continuous operational support, periodic financial closure, and advanced analytics resulting in improved corridor operations. Despite significant disruptions, the logistics team ensured that resources were allocated efficiently and effectively through proactively demand planning, optimization of warehouse utilization and corridor routes, enhancing accessibility and ensuring efficient resource management.

## Bilateral Service Provision

WFP supported 156 partners with timely on-demand supply chain services across the region enabling them to deliver in their mandate, especially in hard-to-reach areas and where the logistics capacity may be limited. These services included procurement of fuel, food and non-food items on behalf of partners, and transportation and storage.

Additionally, support was provided for the establishment of the region's first common back office (CBO) in Kenya, with the pilot of the first transport service being successful.



## Digitalization and Optimization

Three major digital systems were launched in 2023 significantly boosting operational efficiency and effectiveness.

- The logistics impact dashboard which integrates various operational data, including programmatic information, enabling monitoring of the environmental, economic, and social impacts of logistics operations. This enabled informed, data-driven decision-making to identify and implement interventions aimed at minimizing negative impacts.
- The digital contracting system that improved the efficiency of the contracting process, leading to 50 per cent cost savings, enhanced quality through the elimination of manual data entry and vendor offers data re-editing, reliability and responsiveness.
- Tracking partner stocks, WFP developed a model for managing the operations of cooperating partners in support of the assurance project. This will provide WFP with full visibility of cooperating partner stock management and transport, and endpoint distribution.

## Supply Chain Sustainability

To reduce emissions, WFP continued to regularly calculate the carbon footprint of WFP distribution activities to compare different distribution methods and to develop strategies to reduce emissions. To address this, the WFP logistics team created a CO2 emissions accounting model and a live dashboard. This tool helps track and monitor carbon emissions throughout the entire supply chain, including in-kind and cash food assistance. It's the first step in designing and implementing a sustainability strategy.

The Regional Bureau led workshops and trainings focused on sustainability practices to help Country Offices integrate these practices into their operations. Key initiatives included Energy Efficiency Programs (EEP) in Djibouti and Uganda, as well as a sustainable warehousing investment case in South Sudan and a business case for the new humanitarian hub in Mombasa, Kenya.

These efforts aim to reduce carbon emissions and improve supply chain efficiency and sustainability. Collaborations with external organizations and internal WFP units were established to share expertise and resources, leading to the creation of the first draft of the supply chain sustainability strategy.



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