

WFP Aviation in 2012



World Food Programme

2012: Aviation at a Glance

Financial Overview

Total costs **US\$ 183 million**

UNHAS Operations

Agencies served	1,297
Passengers	353,365
Cargo	1,958 mt
Flight hours	41,750
Destinations	273
Evacuations	930

Air Freight and Passenger Services for other agencies

Charters	52
Passengers	121
Cargo	1,091 mt

Air Support to WFP Logistics operations

Republic of South Sudan	3,144 mt
Central African Republic	344 mt

Third Party Services

UNDSS	2 aircraft
UNHCR	2 aircraft

Capacity Building

Aviation training **274 people trained**

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Acronyms

ASF-F	Aviation Sans Frontières-France	JA ATO	Joint Aviation Authorities Training Organisation
ASU	WFP Aviation Safety Unit	JRC	Joint Research Centre (European Commission)
CAR	Central African Republic	LTSH	landside transport/storage and handling
CERF	United Nations Central Emergency Response Fund	MSB	Swedish Civil Contingencies Agency
CIV	Côte d'Ivoire (Ivory Coast)	mt	metric tons
CPA	Comprehensive Peace Agreement (South Sudan)	NGO	non-governmental organization
DFS	Department of Field Support	PF	Pooled Fund
DPKO	Department of Peacekeeping Operations (DPKO)	QAU	Quality Assurance Unit
DRC	Democratic Republic of the Congo	QMS	Quality Management System
EC	European Commission	SENASA	Servicios y Estudios para la Navegación Aérea y la Seguridad Aeronáutica
ECCAIRS	European Coordination Centre for Accident and Incident Reporting Systems	SO	special operation
ECHO	European Commission Humanitarian Aid and Civil Protection Department	UAE	United Arab Emirates
ECOWAS	Economic Community of West African States	UN	United Nations
EMOP	emergency operation	UNAMA	United Nations Assistance Mission in Afghanistan
FAO	Food and Agriculture Organization of the United Nations	UNDP	United Nations Development Programme
FSF	Flight Safety Foundation	UNDSS	United Nations Department of Safety and Security
IATA	International Air Transport Association	UNFPA	United Nations Population Fund
ICAO	International Civil Aviation Organization	UNHAS	United Nations Humanitarian Air Service
ICRC	International Committee of the Red Cross	UNHCR	Office of the United Nations High Commissioner for Refugees
ISC	Indirect Support Costs	UPS	United Parcel Service
		US	the United States of America
		WFP	World Food Programme

Foreword

December 2012 marked a turning point for WFP Aviation. Our Chief, Pierre Carrasse, retired, having successfully led the team since 2006. His vision, leadership and unwavering passion for humanitarian logistics fostered a culture of 'people first' across WFP air operations. Qualified staff numbers increased; so, too, did the volume of activities. This growth in aviation services considerably increased the World Food Programme's (WFP) capacity to respond to emergencies worldwide. Pierre envisaged a time when local aviation industries would be capable of carrying out work currently undertaken by us. By investing in training and partnerships, he began paving the way for WFP Aviation's eventual exit strategy.

I am honoured to have been appointed as Pierre's successor. My previous post, as Head of Area Office and North Darfur Coordinator in Sudan, greatly enhanced my understanding of the challenges of reaching vulnerable communities in exceptionally remote and insecure areas. I look forward to integrating this experience with my aviation background to build on WFP Aviation's strong foundation.

WFP Aviation — in particular the WFP-managed United Nations Humanitarian Air Service (UNHAS) — is the first line air transport service provider to the humanitarian community. It operates in locations where surface transport is not safe and commercial aviation options are not viable.¹

WFP Aviation's successful emergency response efforts, and its reliability in UNHAS operations, have earned the organization an enviable reputation. Users are confident in and reliant on our services. In line with WFP's Fit-for-Purpose organizational design, in the coming years WFP Aviation will pursue several initiatives to empower colleagues in the field, foster operational sustainability, and ensure that we fulfil our responsibilities.

Building on our existing business model, we aim to realign WFP Aviation to face current and future global challenges. Humanitarian operations are inherently fluid: they respond to needs and are very reliant on



donor funding. So that we can continue to provide life-saving access to vulnerable and fragile communities, we must adapt to the current context.

To strengthen field operations, we are focussing on four cross-cutting themes: Resource Mobilization and Financial Management, Operational Structure, Human Resources, and Partnerships. We aim to:

- continue to be the benchmark service provider of humanitarian air services;
- respond in a timely and effective manner to emergencies, offering customer-oriented air services for the humanitarian community at large;
- mitigate WFP's financial exposure, and foster financial sustainability;
- enhance WFP Aviation's capacity to successfully empower field operations, address new challenges and pave the way for comprehensive exit strategies;
- embrace innovative initiatives and strategic partnerships.

I would like to thank our key stakeholders, namely:

- the donor community for their continued support;
- the over 1,290 humanitarian actors that trust and count on our services to reach those in need;
- our highly committed operators that are ready to go where few or no airlines venture;
- the Humanitarian Coordinators and WFP top management for their continued commitment to ensuring that assistance reaches those in need; and
- our outstanding and highly committed workforce that often risks their lives in the line of duty.

Without you, it would be impossible to provide life-saving air-access to those who so desperately need the humanitarian community's assistance.

Cesar Arroyo, *Chief, WFP Aviation*

¹ This excludes Department of Field Support (DFS) Aviation, which was set up mainly to support Department of Peacekeeping Operations (DPKO) missions.

WFP Aviation: Allocation of Funds in 2012

**Table 1: WFP Aviation air operations in 2012:
cost breakdown by funding modality**

WFP Air Services	Total Costs US\$	Funding Modality
Special Operations (UNHAS)	166,872,070	ASOA + ASA
Air Support to WFP Logistics operations	6,716,593	LTSH
Third Party Services, Air Freight and Passenger Services	3,972,562	ASA
Operational Structure	5,796,101	ASA
Total	183,357,326	

The total cost of WFP Aviation air operations in 2012 was US\$183 million. This included almost US\$167 million for UNHAS Special Operations supporting WFP and other humanitarian organizations.

WFP Aviation activities in 2012 were implemented through:

- **Aviation Special Operations Account (ASOA):** This is generated through generous donor contributions, full cost recovery and nominal booking fees (partial cost recovery) mechanisms depending on the specifics of the Special Operations.
- **Aviation Special Account (ASA):** The ASA is generated from fixed percentage rate on minimum guaranteed hours on each chartered aircraft and reimbursements (full cost recovery fees on Third Party and Air Freight Services). Other than serving as 'the funds pot' that pays for the Aviation HQ structure, the ASA is used as an advance funding tool to ensure timely payment to service providers.
- **Landside Transport Storage and Handling (LTSH):** This is a component of other WFP operations generated from the associated transport costs of the food aid donations that is managed by the Logistics Division.

WFP Aviation's services

Over the years, WFP Aviation has accrued vast experience and has developed a comprehensive service provision portfolio. **While UNHAS makes up 80% of WFP Aviation's core activities,** other services provided include:

- **Air Support to WFP Logistics operations:** airlifts and airdrops for food delivery for emergency operations.
- **Third Party Services:** long-term charter of aircraft exclusively to support agencies such as UNDSS and UNHCR.
- **Air Freight Service (AFS):** charter of an aircraft for a single flight or a series of flights strictly for the air transportation of cargo, UN agencies, NGOs and/or donors.
- **Executive Passenger Service (EPS):** the air transportation of VIP passengers.

United Nations Humanitarian Air Service

In times of natural disaster and conflict, communities can easily become displaced, isolated, and left without 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, and mobilized upon request of the UN Country Team, the United Nations Humanitarian Air Service (UNHAS) provides efficient and reliable common air services to the entire humanitarian community. UNHAS is the only Humanitarian Air Service that gives equal access to all humanitarian agencies.

UNHAS operates, on average, 50 aircraft per month, transporting more than 350,000 passengers per year from over 1,290 agencies. It also conducts in-country strategic flights for the airlift of humanitarian supplies and ad hoc missions for the humanitarian community.

The global economic environment in 2012 was complex and unfavourable, and securing sufficient funds to support WFP Aviation operations was a major challenge. Uncertainty about funding makes it very difficult to forecast long-term and to plan operations. It also restricts our ability to establish long-term arrangements with air operators.

Gaps in funding and the unpredictability of donations meant that it was impossible to fully implement some of the activities we had planned.

For example, UNHAS Afghanistan had planned a fleet of three aircraft, but could not afford to deploy the third plane, a multipurpose Beechcraft King Air 200. As a result, we were unable to fulfil the user community's request for access to five deep field locations.

In Sudan, unpredictable contribution forecasts led us to review our fleet composition in order to bring down costs. As a result, we dispensed with one, eight-passenger aircraft. Doing so limited both operational flexibility and service reliability. We also reduced our fleet in South Sudan.

UNHAS Iraq and UNHAS Ivory Coast were terminated early, also because of poor funding outlooks.

We embraced cost-efficient practices by streamlining staff, sharing office space, and optimizing flight schedules. However, project needs – i.e. the budgets required to reach vulnerable, inaccessible communities needing assistance – remained the same. Where funds were not forthcoming, we were unable to fully meet demand.

As Table 2 on the following page illustrates, we had to scale back our plans, hence the considerable difference, in some cases, between budgeted needs and actual costs. Some funds were contributed towards the end of the year. These were carried forward to help sustain the operations in 2013.

Table 2. United Nations Humanitarian Air Services (UNHAS) mobilized resources and costs 2012

Country/ Region	Budget 2012 US\$	Funds carried over from previous period* US\$	Resources mobilized in 2012 US\$	Project costs 2012 US\$	Difference between resources and costs** US\$
Afghanistan	22,076,522	1,238,162	15,712,174	15,156,034	556,140
CAR	7,395,795	2,557,391	7,674,484	7,374,484	300,000
Chad	17,616,692	3,552,334	18,592,582	15,120,056	3,472,526
DRC	16,392,969	5,304,633	20,774,006	17,436,139	3,337,867
Ethiopia	7,538,783	2,348,287	9,099,924	6,240,727	2,859,197
Iraq	5,052,454	1,873,928	2,284,064	2,284,064	0
Ivory Coast	3,147,262	1,023,684	2,717,204	2,416,366	300,838
Niger/Mali	10,034,591	0	11,561,790	9,626,694	1,935,096
Mauritania	4,970,921	0	5,006,256	3,892,495	1,113,761
Somalia/Kenya	30,465,821	7,404,861	31,433,298	24,258,357	7,174,941
South Sudan	43,839,086	3,765,644	32,483,392	32,204,511	278,881
Sudan	34,533,260	4,500,000	31,974,629	24,313,813	7,660,816
Yemen	1,120,758	969,508	1,359,718	916,334	443,384
Global	5,632,262	4,149,307	6,286,452	5,631,996	654,456
Total	209,817,177	38,687,739	196,959,973	166,872,070	30,087,903

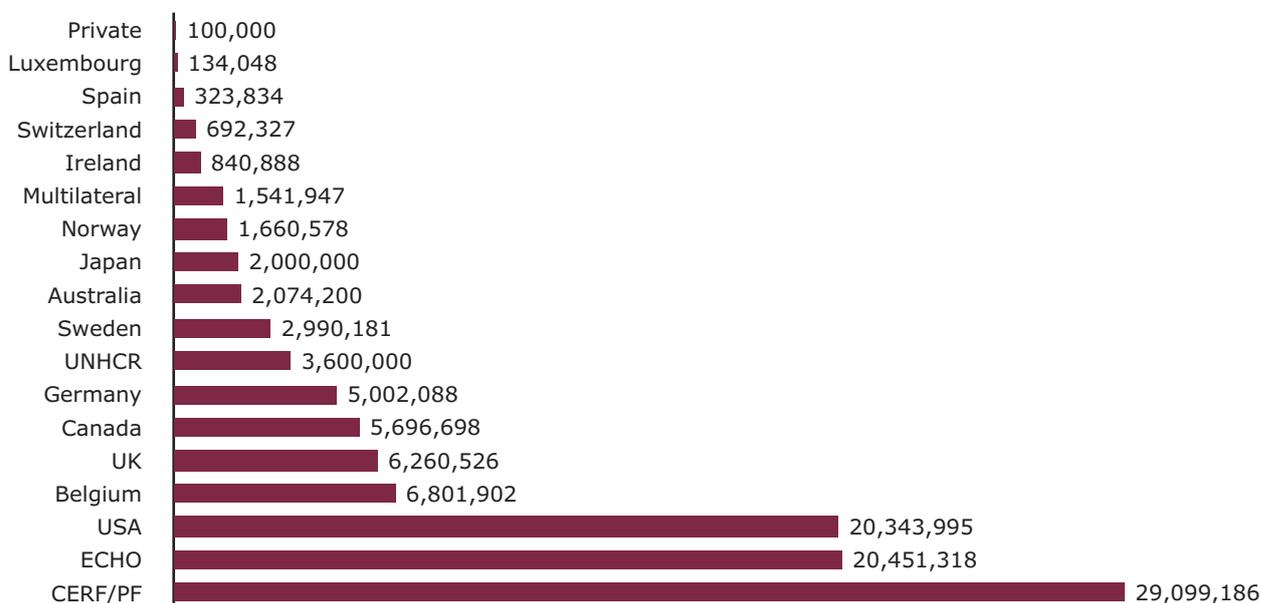
* Funds carried over from the 2011 reporting period may differ from those published in 2012 Standard Project Reports (SPRs). This is because some commitments related to 2011 operations were not actualized during the reporting period.

**Some commitments associated with 2012 operations had not yet been fulfilled when this Annual Report was drafted. Thus, total funds carried forward into 2013 may differ from the surplus shown above, which was calculated in April 2013.

Donor Support in 2012

In 2012 the generous support of donors totalled US\$109,613,76. A breakdown is shown below in Figure 1.

Fig 1. Overview of donor contributions in 2012



UNHAS Special Operations

In 2012, we carried out 12 Special Operations (SOs)². These enabled humanitarian workers to reach communities in Afghanistan, Central African Republic, Chad, Democratic Republic of the Congo, Ethiopia, Ivory Coast, Niger/Mali, Mauritania, Somalia/Kenya, South Sudan, Sudan and Yemen.

Air operations were necessary because access was limited by insecurity, poor road infrastructure, long

distances and lack of safe and reliable commercial air operators.

UNHAS' global network in 2012 is shown in Figure 2, below.

Table 3, overleaf, summarizes the achievements of each Special Operation.

Fig 2. UNHAS Global network, 2012



² Not including the Iraq Special Operation as it was terminated in February 2012.

Table 3. 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/Kenya	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

Acronyms used in Special Operations graphs on the following pages

ACF	Action Contre La Faim	OCHA	Office for the Coordination of Humanitarian Affairs
ADES	Agence pour le Développement Economique et Social	OXFAM GB	OXFAM Great Britain
AIRD	African Initiatives for Relief and Development	SC-UK	Save the Children UK
CARE INT.	Care International	SC-USA	Save the Children USA
FAO	Food and Agriculture Organization of the United Nations	SECADEV	Caritas Chad - Secours Catholique Développement
ICRC	International Committee of the Red Cross	SSRRC	South Sudan Relief and Rehabilitation Commission
IMC	International Medical Corps	UNDP	United Nations Development Programme
Intermon	Intermón Oxfam	UNHCR	Office of the United Nations High Commissioner for Refugees
IOM	International Organization for Migration	UNICEF	United Nations Children's Fund
IRC	International Rescue Committee	UNOPS	United Nations Office for Project Services
JRS	Jesuit Refugee Service	UNPOS	United Nations Political Office for Somalia
MSF	Médecins Sans Frontières	WFP	World Food Programme
MSF/F	Médecins Sans Frontières - France	WHO	World Health Organization
MSF-H	Médecins Sans Frontières – Holland	WVE	World Vision Ethiopia
MSF/S	Médecins Sans Frontières – Spain	WVI	World Vision International
NCA	Norwegian Church Aid		

Afghanistan: SO 200360

Afghanistan faces enormous recovery needs after three decades of war, civil unrest and natural disasters. Despite recent progress, millions of people still live in severe poverty amid a crumbling infrastructure and a landscape scarred by environmental damage. This rugged, landlocked country remains one of the poorest in the world, with more than half the population living below the poverty line. Many are displaced.

Regular and sustained access to areas requiring humanitarian assistance is a key challenge for aid agencies. Insecurity is widespread, the terrain is inhospitable, and road infrastructure is poor. Many remote communities can be reached only by air.

The United Nations Assistance Mission in Afghanistan (UNAMA) has been scaled down, and so UNHAS' assistance is crucial for the delivery of life-saving humanitarian operations.

In 2012, UNHAS Afghanistan transported 26,550 passengers and 75 mt of cargo from 160 organizations to 12 destinations.



UNHAS MI8 helicopter overflying the Valley of the Buddhas in Bamian, in the central highlands of Afghanistan.

This Special Operation was possible thanks to the generosity of the following donors: Australia, Belgium, Germany, Japan, Sweden and the United States of America.

Overview of SO 20036, 2012

Chartered aircraft	2
Hours flown	2,417
Passengers	26,550
Cargo (mt)	75
Evacuations	28
Destinations	12
Humanitarian entities served	160

Central African Republic: SO 105620

The Central African Republic (CAR) is a landlocked country of four million people. Over the past 50 years, the land has been devastated by a series of political and economic crises. Displacement and poverty are widespread, and the country lacks basic social services. Infrastructure, including roads and bridges, is either non-existent or very poor.

An estimated 176,000 Central Africans are internally displaced, and some 160,000 have fled to neighbouring countries. As a consequence of internal conflicts in neighbouring Chad, Sudan and Democratic Republic of the Congo, the country also hosts some 17,000 refugees. Insecurity in CAR stems from armed conflict in the northwest, north and northeast, and from the Lord's Resistance Army's activities in the southeast.

Humanitarian workers cannot travel safely by road; in any case, most roads become impassable during the rainy season. There are no reliable air service providers in CAR.

UNHAS's services are crucial for the implementation of humanitarian projects. They enable organizations to reach internally displaced people (IDPs), refugees, host populations and other vulnerable people throughout the country. In 2012, UNHAS CAR transported 14,472 passengers and 175 mt of cargo from 40 organizations to 27 destinations.

This Special Operation was possible thanks to the generosity of the following donors: Belgium, CERF/PF, ECHO, Ireland and the United States of America.

Overview of SO 105620, 2012

Chartered aircraft	2
Hours flown	2,157
Passengers	14,472
Cargo (mt)	175
Evacuations	218
Destinations	27
Humanitarian entities served	40

Chad: SO 200377

Chad is a low-income, food-deficit country, ranked 184th of 186 in the United Nations Development Programme's (UNDP) 2012 Human Development Index. The local population is highly vulnerable. The country also hosts an estimated 330,000 refugees, adding to pressure on limited resources. In 2012, Chad witnessed several significant changes which will have an impact on the humanitarian response in 2013.

Malnutrition and food insecurity in the west and the Sahel region, the continuing but slow return of IDPs in the east, and the continued presence of refugees in the east and south, present important challenges. The ability of the humanitarian community to continue responding to populations in need depends on uninterrupted access.

In Chad, travel by road is currently restricted to humanitarian actors. Poor road conditions, prevailing insecurity and the remoteness of

beneficiary communities make surface transport impracticable and extremely risky. During 2012, UNHAS was the sector's only safe and reliable option, transporting 65,053 passengers and 179 mt of cargo from over 100 humanitarian organizations to 17 destinations.

This Special Operation was possible thanks to the generosity of the following donors: Belgium, Canada, ECHO, Ireland, Multilateral, Sweden, UNHCR and the United States of America.

CARE thanks UNHAS for saving staff member

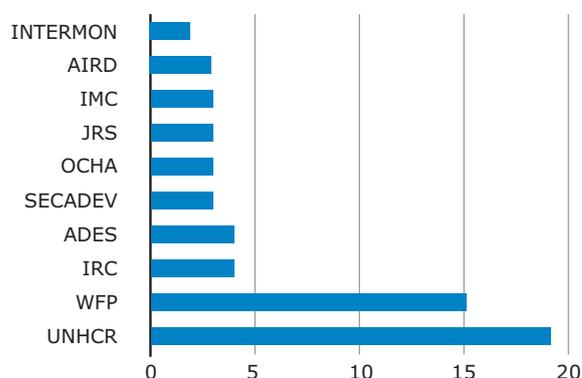
CARE complimented UNHAS's efforts in the medical evacuation of one of their staff who was in a coma in Haraze, who has since recovered.

'She was released from the hospital and is now recovering. She should be able to be back in the field in 10 days or so. Thank you again to the UNHAS team and crew.' – Care Representative, Chad, 2012

Overview of SO 200377, 2012

Chartered aircraft	4
Hours flown	4,268
Passengers	65,053
Cargo (mt)	179
Evacuations	115
Destinations	17
Humanitarian entities served	100

Fig 3. Top UNHAS users in Chad (%)



Democratic Republic of the Congo: SO 200504

The Democratic Republic of the Congo (DRC) remains in the midst of a complex emergency. The 2012 Human Development Index ranked DRC 186th out of 186 countries (together with Niger) – down 10 places since 2009, when it ranked 176th of 182.

A multitude of factors – years of conflict, poor governance, land disputes and human rights violations – have resulted in devastated infrastructure, the deterioration of the humanitarian situation, and the deaths of approximately four million people. Food security, which was already precarious, has worsened; so, too, has the economy. Conditions have become even more hazardous lately due to conflict in the east.

Over the years, UN agencies and NGOs have responded to the population’s multi-faceted needs

by providing the required assistance. However, limited access and other logistical challenges have been major constraints. An almost total absence of road and rail networks has impeded the provision of prompt, life-saving assistance to thousands of people. DRC is as large as the whole of Western Europe, and so, for most locations, air travel is the most reasonable option.

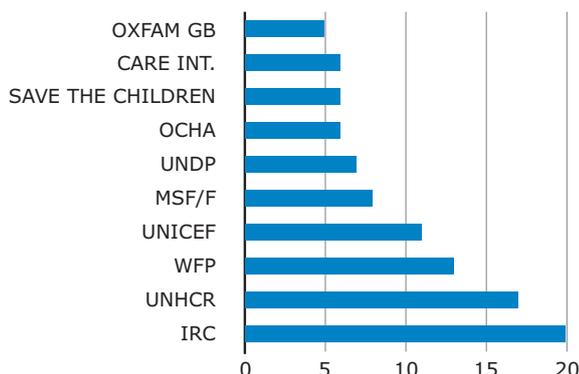
In 2012, UNHAS DRC transported 32,506 passengers and 227 mt of cargo from 204 organizations to 28 destinations across the country.

UNHAS also partners with and supports Aviation Sans Frontières-France (ASF-F) flights in Equateur and Orientale provinces.

This Special Operation was possible thanks to the generosity of the following donors: Belgium, Canada, CERF/PF, Japan, the United Kingdom, the United States of America, and private contributions.

Overview of SO 200504, 2012	
Chartered aircraft	4
Hours flown	3,978
Passengers	32,506
Cargo (mt)	227
Evacuations	18
Destinations	28
Humanitarian entities served	204

Fig 4. Top UNHAS users in DRC (%)



Ethiopia: SO 200364

Ethiopia is one of the world’s least developed countries, and is ranked 173rd of 186 in the 2012 UNDP Human Development Index. The total number of acutely food insecure people currently stands at 3.7 million, of which nearly 68 per cent live in two regions: Somali and Oromia.

Many NGOs and United Nations agencies are also working in the Assosa and Gambella regions, to the north and south of Oromia. These are difficult to reach by land, due to distance, infrastructure limitations and insecurity; thus, air transportation is essential for humanitarian access. Because of the vast



Inauguration of new Dollo Ado airstrip, Ethiopia, October 2012.

distances, medical and security evacuations can only be carried out via air.

At present, no alternative, commercially viable air services serve these regions. In 2012, UNHAS Ethiopia transported 10,381 passengers and 30 mt of cargo from 40 organizations to 9 destinations including: Assosa, Dollo Ado, Dire Dawa, Gambella, Gode, Kebri Dehar, Jijiga, Semera and Warder.

This Special Operation was possible thanks to the generosity of the following donors: Belgium,

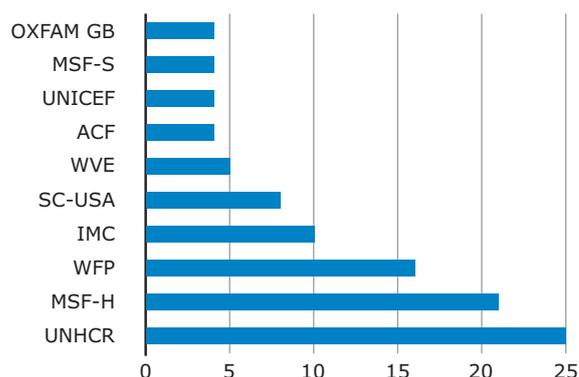
Overview of SO 200364, 2012	
Chartered aircraft	3
Hours flown	2,633
Passengers	10,381
Cargo (mt)	30
Evacuations	45
Destinations	9
Humanitarian entities served	40

CERF/PF, ECHO, Multilateral, and the United States of America.

Effective implementation

‘...I was glad to see WFP’s activities in Ethiopia are properly executed and the donation money is spent effectively. UNHAS flights were also very impressive.’
 – Koki Ando, Chairman, Japan Association for the World Food Programme, 2012

Fig 5. Top UNHAS users in Ethiopia (%)



Ivory Coast: SO 200277

In 2012, violence following the disputed Presidential elections in Ivory Coast led to the internal displacement of hundreds of thousands of people and a significant increase in the number of Ivorian refugees crossing into Liberia. The conflict has restricted the movement of humanitarian workers and hindered their ability to deliver assistance and implement relief projects.

UNHAS’s objective in Ivory Coast was to provide a safe, efficient and cost-effective inter-agency air transport service that enables the humanitarian actors and donors to access the affected population. In 2012, UNHAS CIV transported 5,963 passengers and 79 mt of cargo from 45 organizations to 5 destinations, providing a gateway for relief efforts in the country.

Due to a shortfall in funding, the Ivory Coast Special Operation was terminated in December 2012.

This Special Operation was possible thanks to the generosity of the following donors: Belgium, CERF/PF, ECHO and UNHCR.

Overview of SO 200277, 2012	
Chartered aircraft	1
Hours flown	722
Passengers	5,963
Cargo (mt)	79
Evacuations	9
Destinations	5
Humanitarian entities served	45

Niger/Mali: SO 200316

Niger has a population of approximately 16 million, and in 2012 was ranked 186th out of 186 (together with DRC) by UNDP's Human Development Index.

Agriculture is the engine of Niger's weak economy, with 82 percent of the population relying on farming. Malnutrition rates in Niger are high. Ten percent of children under five suffer from acute malnutrition, and 42 percent of children suffer from chronic malnutrition.

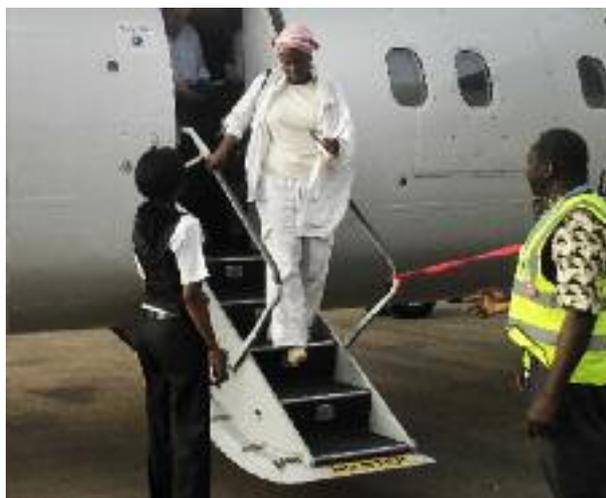
In 2012, much of Niger's population required humanitarian assistance. The country was affected by a complex food insecurity situation, public health problems, challenges related to the socio-economic reintegration of migrants and the ongoing influx of refugees from neighbouring Mali.

For humanitarian actors to reach those in need, air travel was crucial due to immense distances, poor road infrastructure, and security concerns.

In Mali, serious food insecurity, malnutrition and displacement resulting from drought was compounded by conflict.

In April 2012, the humanitarian community requested that UNHAS Niger extend its services to Mali, connecting Bamako, Niamey and Mopti so that vulnerable populations could be reached. UNHAS Mali was established, and operated under the technical supervision of UNHAS Niger.

UNHAS remains the only reliable air service provider for the humanitarian community in Niger and Mali.



UNHAS support the first field visit of WFP Executive Director Ertharin Cousin, in Niger (May 2012).

In 2012, this operation transported 19,329 passengers and 57 mt of cargo from 80 organizations to 9 destinations.

This Special Operation was possible thanks to the generosity of the following donors: Belgium, Canada, CERF/PF, ECHO, Germany, Luxembourg, Multilateral, Spain, Sweden, the United Kingdom, and the United States of America.

Overview of SO 200316, 2012

Chartered aircraft	2
Hours flown	2,210
Passengers	19,329
Cargo (mt)	57
Evacuations	22
Destinations	9
Humanitarian entities served	80



Aircraft getting ready to taxi-out, UNHAS Mali fleet.

Mauritania: SO 200406

In common with other countries in the Sahel region, in 2011 Mauritania was seriously affected by reduced agro-pastoral production. Thus, in 2012 many households faced food deficits. Approximately 1 million people have been affected by the Sahel crisis. Mauritania has also experienced a mass influx of refugees fleeing armed clashes in Mali. In consultation with UNHCR, the Mauritanian Government established a refugee camp approximately 50 kilometres from the border in M'Bera, near Bassikounou.

In April 2012 the humanitarian community in Mauritania requested activation of UNHAS air operations to ensure rapid and secure access to beneficiaries. Road travel is not safe, and areas of operation are separated by great distances. In 2012,

Overview of SO 200406, 2012

Chartered aircraft	2
Hours flown	699
Passengers	3,700
Cargo (mt)	15
Evacuations	5
Destinations	6
Humanitarian entities served	40

UNHAS Mauritania transported 3,700 passengers and 15 mt of cargo from 40 humanitarian organizations to 6 destinations.

This Special Operation was possible thanks to the generosity of the following donors CERF/PF, ECHO, Germany, Ireland, the United Kingdom and the United States of America.

Somalia/Kenya: SO 106810

The emergency in Somalia, which is due to a combination of conflict, massive displacement and drought, is among the most dire and complex in the world. The country has been without a functioning government for over 20 years, and only very recently has a new government been formed. Conflict, which is ongoing, has resulted in alarming rates of internally displaced persons.

Roads are insecure, and there are no safe, reliable commercial airlines in Somalia. UNHAS is the only safe air provider for humanitarian personnel.

During 2012, the continued migration of Somali refugees into Kenya called for a scale-up of humanitarian activities. It became necessary to launch a common air transport service so that the remote refugee camps of Dadaab and Kakuma in northern Kenya could be reached.

In 2012, UNHAS in Somalia/Kenya transported 37,776 passengers and 271 mt of cargo from 100 organizations to 30 destinations in Somalia and in Kenya.

This Special Operation was possible thanks to the generosity of the following donors: Belgium, Canada, CERF/PF and the United Kingdom.

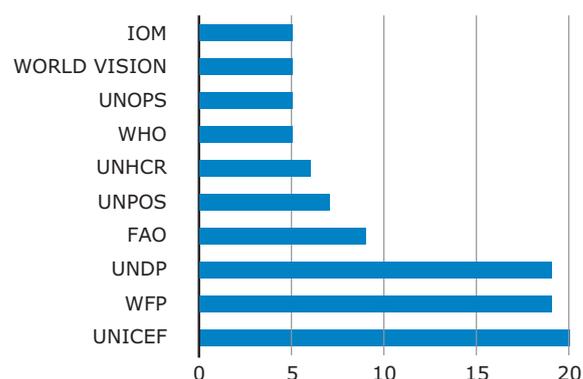
Providing safe access for DFID and its partners

'UNHAS plays a critical role in enabling our partners to access Somalia safely and reliably. We also use UNHAS regularly and are impressed with the quality of the service offered.' – DFID Representative, Somalia, 2012

Overview of SO 106810, 2012

Chartered aircraft	7
Hours flown	6,588
Passengers	37,776
Cargo (mt)	271
Evacuations	15
Destinations	30
Humanitarian entities served	100

Fig 6. Top UNHAS users in Somalia/Kenya (%)





Arrival of UNHAS flight in Mogadishu from Nairobi. Later the aircraft departed for Zanzibar carrying returning refugees, on behalf of UNHCR.

South Sudan: SO 200341

South Sudan faces considerable humanitarian challenges. There has been significant progress since the signing of the Comprehensive Peace Agreement (CPA) in 2005. However, decades of civil war have left the country with some of the worst human development indicators in the world, and government capacity to deliver basic services and protection remains low.

In 2012, the scope of the humanitarian operation was huge. An assessment by WFP and the UN Food and Agriculture Organization (FAO) estimated that more than a million people were severely food insecure, with many more struggling to provide food for themselves. This large-scale and complex emergency was compounded by environment challenges and limited road infrastructure.

UNHAS transported 88,224 passengers and 396 mt of cargo from 230 humanitarian organizations to reach fragile and vulnerable populations in 60 remote locations.

To ensure flexibility, UNHAS regularly reviewed the prevailing humanitarian requirements and tailored its fleet size and configuration accordingly.

In January 2012, a European Commission Humanitarian Aid and Civil Protection Department (ECHO) helicopter was urgently deployed to meet the needs of service users.

This Special Operation was possible thanks to the generosity of the following donors: Canada, CERF/PF,

ECHO, Germany, Multilateral, Norway, Switzerland and the United States of America.

Delivering health services

‘Considering the insecurity and lack of road infrastructure, a stop on UNHAS services would ground WHO/MOH provision of health services to the people of South Sudan. Hence the desperate need for the continuity of UNHAS services.’ – World Health Organization representative, 2012

Overview of SO 200341, 2012	
Chartered aircraft	13
Hours flown	9,360
Passengers	88,224
Cargo (mt)	396
Evacuations	110
Destinations	60
Humanitarian entities served	230

Fig 7. Top UNHAS users in South Sudan (%)





Women collecting scattered grain after a WFP airdrop in South Sudan.

Sudan: SO 200354

Sudan continues to be a complex humanitarian emergency, characterized by localized conflicts, protracted displacement and a deteriorating economic climate. Since July 2011, when South Sudan became independent, Sudan has faced a number of humanitarian challenges. The western region of Darfur is still affected by conflict and insecurity, and conflict has escalated in the Abyei area and in the states of South Kordofan and Blue Nile. Many people have become displaced and millions of livelihoods have been blighted.

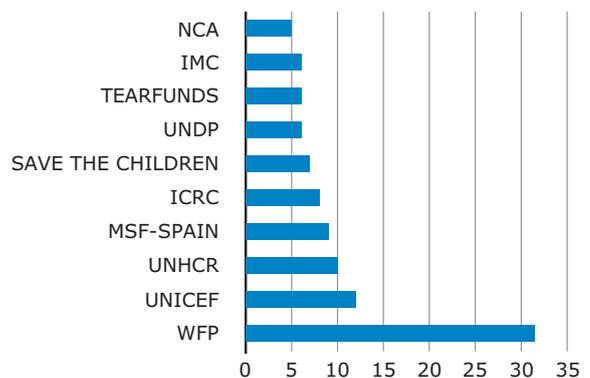
Accessing beneficiaries by road remains extremely challenging, due to limited infrastructure, insecurity and vast distances. Air transport is the only secure transport option for the humanitarian community; however, there are no air carriers operating within Sudan in compliance with the International Civil Aviation and UN standards. In 2012, UNHAS Sudan transported 44,731 passengers and 229 mt of cargo from 150 organizations to 60 locations.

This Special Operation was possible thanks to the generosity of the following donors: Canada, CERF/PF, ECHO, Germany, Multilateral, Switzerland and the United States of America.

Overview of SO 200354, 2012

Chartered aircraft	8
Hours flown	5,777
Passengers	44,731
Cargo (mt)	229
Evacuations	64
Destinations	60
Humanitarian entities served	150

Fig 8. Top UNHAS users in Sudan (%)



UNHAS delivering reliable air services

'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 and Humanitarian Coordinator/UNDP Resident Representative in Sudan Mr. Ali Al Za'atari, 2012

Yemen: SO 200130

The food crisis in Yemen prompted the activation of Yemen UNHAS, which was tasked with supporting the humanitarian community and facilitating the implementation and monitoring of humanitarian activities in the Governorate of Sa'ada.

In line with WFP's Strategic Objective 5, the aim of this Special Operation was to enhance the predictability, timeliness and efficiency of the logistics response under the cluster approach.

UNHAS was also responsible for ensuring operational continuity by transporting humanitarian personnel and light cargo to the affected communities.

During 2012, the entire country was in Security Phase III and IV. Road travel from Sana'a to Sa'ada was not feasible, due to tribal insecurity, carjacking, low level clashes, kidnappings, internal grievances, landmines, unexploded ordinance and overall poor road conditions. Thus, air travel was the safest and best option for the movement of humanitarian aid workers to the north.

UNHAS provided four regular flights per month between Sana'a, Sa'ada and Hodeidah through an ad hoc agreement with a private air service company. In June 2012, the Government of Yemen granted security clearance for UNHAS flights to Sa'ada.

This Special Operation was possible thanks to the generosity of CERF/PF.



Child malnutrition rates in Yemen are among the highest in the world with close to half of all children under five years suffering from stunting. UNHAS plays a crucial role in ensuring that humanitarian assistance reaches those in need.

Overview of SO 200130, 2012

Chartered aircraft	1
Hours flown	90
Passengers	346
Cargo (mt)	0
Evacuations	0
Destinations	4
Humanitarian entities served	15

Emergency Preparedness and Response

Emergency Preparedness

Stand-by fleet – Entebbe, Uganda

WFP Aviation helicopter assets have been vital in recent large emergencies. In the aftermaths of the Philippines cyclone (2009), the Haiti hurricane (2008) and earthquake (2010), and the Pakistan floods (2010), they ensured the delivery of life-saving relief items to populations who could not be reached using surface transport.

However, helicopter assets present a logistical challenge: they are not always available in the country or region in which they are required. Because their range is limited, helicopters often have to be transported to where they are needed. Shifting them around the globe is a costly exercise, and valuable days are lost dismantling, freighting, reassembling and testing them before they can be deployed. ‘Emergency’ is a euphemism for the battle between life and death; every minute counts. Furthermore, market competition tends to increase during emergencies, drastically increasing the cost of air assets.

Africa continues to be the theatre of multiple natural and man-made disasters. The continent is particularly vulnerable because of the level of development in most African countries.

WFP Aviation has established an emergency response fleet of two pre-contracted MI-8 helicopters that are kept on stand-by in Entebbe, Uganda. The fleet is available for immediate deployment within and beyond continental Africa, and is designed for use by the humanitarian community.

While the pre-positioning may be costly, long-term cost-efficiency has been ensured: the availability of the helicopters is guaranteed, as is the contracted rate.

Entebbe is geographically central. From there, MI-8 helicopters can be deployed throughout continental Africa, and as far afield as Pakistan and Madagascar. Within a 3,500 km radius of Entebbe, the helicopters fly under their own power. Beyond this distance, they must be transported in cargo aircraft to the area of operation. The fleet is on stand-by for rapid mobilization to emergency operations regionally and, if required, globally.

The MI-8 offers a payload of 2.5 mt with up to 19 seats. Its range of 5 hours or 500 km is suitable for assessments, staff movement and cargo deliveries during the initial phase of an emergency. Sponsored largely by ECHO, the stand-by fleet is also available, on a full cost-recovery basis, for use by the humanitarian community outside periods of emergency response. This facility will help maximize the assets’ operational and cost effectiveness.



Emergency Response Operation, DRC

Stand-by fleet responds in times of crisis

Instigated only a year ago, the ECHO-funded Emergency Response stand-by fleet project has already proved to be a tremendous asset in responding to some of the most complex emergencies of our time.

In mid-November 2012, M23 militia advanced into Goma, the capital of North Kivu province in the Democratic Republic of the Congo (DRC). The atmosphere was tense. Anticipating conflict and violence, thousands of people fled their homes.

ECHO called on WFP Aviation to help evacuate partner NGOs' staff members from very insecure field locations, and transport them to Goma for onward relocation. Within a few hours, the Emergency Response Helicopter was in position and ready for action.

As the security situation in Goma deteriorated, the WFP Aviation team and helicopter crew spent several sleepless nights in the office. However, they remained positive and committed to the operation. Over the course of the next few days M23 took over Goma.

The emergency response helicopter conducted eight evacuation flights, before being forced to relocate the base from Goma to Bukavu.

The crew continued to perform daily evacuation flights, ensuring the safety of humanitarian staff.

After an intense operational period of 17 days, the team had successfully evacuated 196 people from the most insecure locations in eastern DRC.

During 2012, the ER helicopters provided major support to emergency interventions in CAR, DRC and South Sudan transporting humanitarian personnel, food and non-food cargo.

They also carried out medical and security evacuations for UN and NGO staff, most notably in DRC following Rebel advances and growing insecurity in the east.

A Dash 8 37-seater aircraft is also based at Entebbe, alongside the helicopter fleet, as part of emergency response and preparedness. This supports UNHAS operations in Africa when technical or maintenance issues affect fleet composition or a surge capacity is required.

Emergency Response

WFP Aviation is at the forefront of emergency response operations, creating a gateway into crisis areas so that humanitarian assistance can reach people in need.

Over the years, WFP Aviation has worked hand-in-hand with the humanitarian community at large, playing a crucial role in saving millions of lives during natural disasters, conflicts, and other crisis situations.

In 2012 WFP Aviation responded to a range of natural disasters and conflicts around the world, including the floods in the Philippines, and food crises caused largely by the rainy season in the Republic of South Sudan and Central African Republic.

Major Emergency Operations — Air Support to WFP Logistics Operations

Republic of South Sudan (RoSS)

During the second half of 2012, the food security situation on the northern border of RoSS drastically deteriorated, and most districts reached emergency level on the food crisis scale. Following heavy rainfall, most of the states were also hit hard by intense flooding.

WFP needed to scale up its support for people in the border area. WFP Aviation conducted a series of airlifts and airdrops to allow vital food distributions to



Unloading emergency relief aid, South Sudan

continue uninterrupted to refugees who had fled fighting in Sudan's Blue Nile State and South Kordofan.

Between mid-August and 17 September, WFP airdropped more than 1,000 mt of food to support refugee settlements in Upper Nile State. A further 2,144 mt of cargo were airdropped to the Yida refugee settlement in Unity State.

The relief food supply assisted thousands of Sudanese refugees. The airdrop operation, conducted both from Gambella, Ethiopia and later from Juba, RoSS, was crucial to WFP's response to the sudden influx of

35,000 refugees into Maban county, Upper Nile State. Local infrastructure was poor, and land deliveries were hampered further by the rainy season.

Central African Republic (CAR)

Conflict in CAR prompted many people to flee to rural areas. A WFP airdrop was necessary to get food assistance to those in areas of CAR's northern district that could not be reached by road. WFP focussed its assistance on the most vulnerable. The operation delivered 344 mt of foods to an area where the need was truly immense.

Service Provision

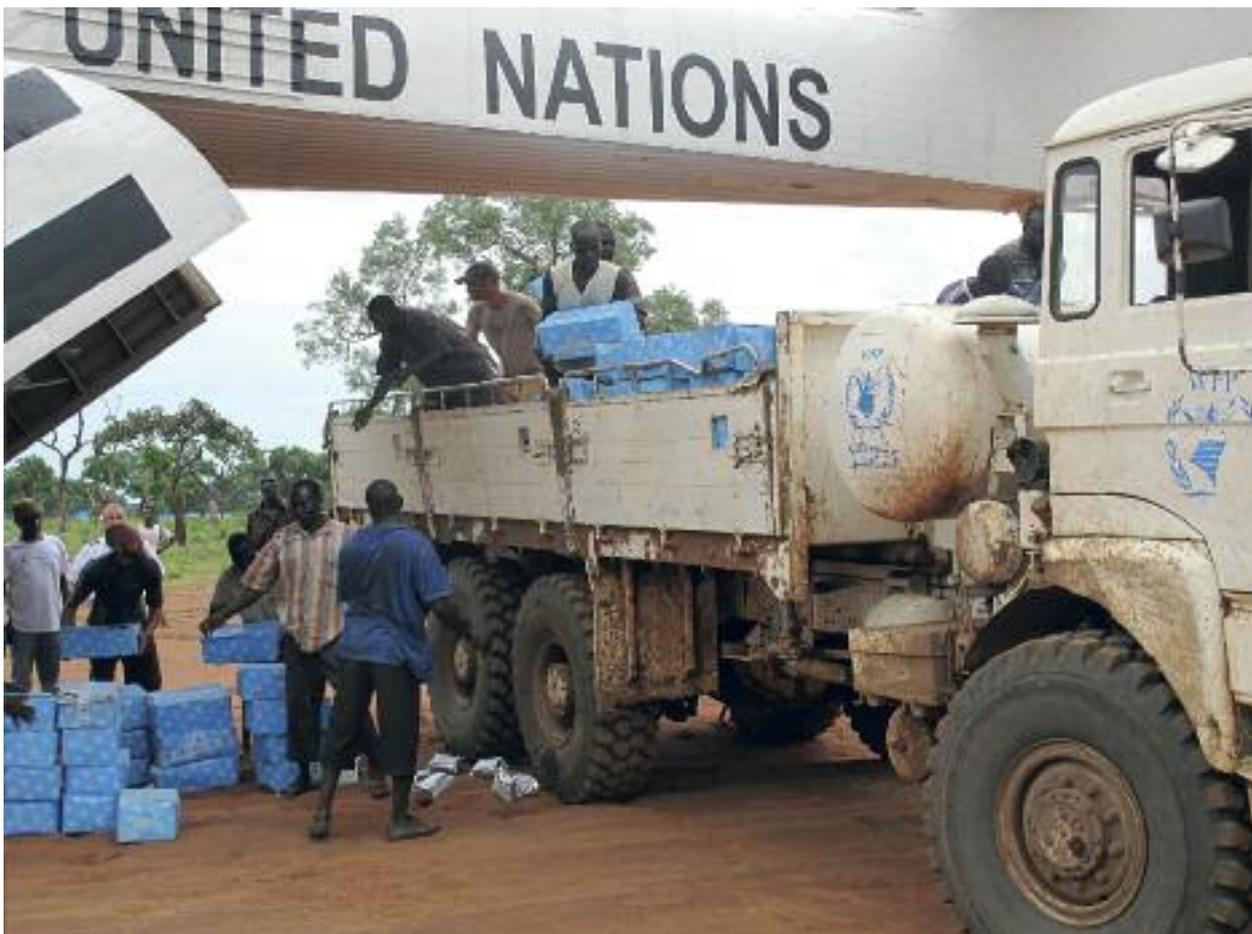
Air Freight and Passenger Services

WFP Aviation facilitates cargo and passenger air services for WFP and other humanitarian organizations during emergencies. The services are fully funded by the client agencies.

In total, WFP Aviation provided 52 strategic airlifts for third party organizations, including UNDP, UNFPA, UNHCR and UNICEF, and for key government entities, such as the Italian Ministry of Foreign Affairs. The organization transported 121 passengers and 1,091 mt of cargo.

Third-Party Services

WFP Aviation offers long-term aircraft charters exclusively to support agencies such as the United Nations Department of Safety and Security (UNDSS) and UNHCR. For example, WFP Aviation provides UNHCR with dedicated Cessna Caravan aircraft for their project needs in Western Tanzania transporting more than 2100 passengers in 2012. In South Sudan and Somalia WFP Aviation transported over 2150 passengers for UNDSS.



Unloading life-saving cargo to assist refugees in a nearby camp, South Sudan.

WFP Aviation Partnerships

Collaboration with internal and external partners and other relevant players is key to fostering sustainable humanitarian aviation operations. WFP Aviation's partners include air service providers, Aviation Sans Frontières – France, civil aviation authorities, ECHO, the International Civil Aviation Organization (ICAO), the International Committee of the Red Cross (ICRC), and other public and private sector entities. WFP Aviation will continue to cultivate existing partnerships and, where applicable, forge new relationships with key stakeholders. These collaborations are essential to WFP Aviation's continued success. A selection of partnerships are highlighted below.

ECOWAS

WFP and the Economic Community of West African States (ECOWAS) signed a Memorandum of Understanding in October 2012. The partnership aims to develop efficient humanitarian air services within ECOWAS member states. WFP will conduct aviation trainings for the member states to improve safety and the capacity to react in case of emergencies. Other areas of collaboration will include knowledge sharing, technical cooperation, and resource mobilization strategies.

Flight Safety Foundation (FSF)

Flight Safety Foundation (FSF) is an international non-profit organization engaged in research, auditing, and advocacy to improve aviation safety. In February 2011, WFP Aviation and FSF established a partnership that has already made a valuable impact by ensuring that humanitarian flight operations promote high safety standards. During 2012, the two entities collaborated on activities that included on-site safety workshops, consulting on safety-related projects, and trainings – all of which improved the overall safety standards of WFP's operators.



Executive Director Ertharin Cousin and Mr. Kadré Désiré Ouedraogo after signing a Memorandum of Understanding between WFP and ECOWAS in October 2012.

UPS

Over the last three years, UPS has provided WFP with continued and increased cash and in-kind support. In 2012, UPS provided in-kind airlift support to transport 92 mt of high-energy biscuits (HEBs) from Abu Dhabi, United Arab Emirates to Entebbe, Uganda. From there, the cargo was transported to DRC in response to the food security crisis. Given the developments in DRC in late 2012, UPS's support could not have been more timely and impactful. In 2013, WFP seeks to deepen its partnership with UPS, leveraging UPS's core strengths to improve the way WFP operates. This partnership will be structured around four strategic pillars that will further WFP's work in the field and enhance its ability to serve those most in need.

Safety, Quality Assurance and Capacity Building

WFP Aviation Safety Management

WFP Aviation Safety Unit (ASU) is headquartered in Rome, with regional safety offices in Kenya, South Africa and United Arab Emirates. The Unit is responsible for ensuring that safety in WFP humanitarian air operations is adequate.

Improving safety standards and promoting aviation safety continues to be a top priority. Through a series of evaluations, regulator interactions, and oversight, ASU continues to monitor and improve standards for WFP humanitarian air operations in accordance with the United Nations Aviation Safety Standards. During 2012, ASU performed around 180 evaluations of air operators in 34 countries, both in the field and at their HQs, and continued to provide safety support to 14 WFP air operations.

ASU analyses information on safety-related events by using the European Coordination Centre for Accident and Incident Reporting System (ECCAIRS). All reports of accidents, incidents, and events are handled with a no-fault approach, and ASU works closely with operators and WFP air operations to address safety issues. ASU also benefits aviation authorities and air operators in the developing countries by providing aviation safety training sessions and seminars.

In 2012, WFP Aviation reported one accident with material damage. Four serious incidents were reported, compared to nine in 2011. Most of the events were linked to the challenging environment in which WFP Aviation operates — particularly, security and the conditions of remote airstrips. ASU works with relevant authorities and air operators to mitigate safety concerns and build competencies and awareness. There have been no fatal passenger accidents involving WFP-contracted aircraft since WFP accepted responsibility for managing air operations for the humanitarian community.

Partnerships and dialogue with like-minded entities remained vital in fostering ASU's mission. Partners

include International Civil Aviation Organisation (ICAO), European Aviation Safety Agency (EASA) and the European Commission Joint Research Centre/JRC (ECCAIRS), UAE partners, Joint Aviation Authority Training Organization (JAATO), the Flight Safety Foundation (FSF), University of Southern California and, more recently, Servicios y Estudios para la Navegación Aérea y la Seguridad Aeronáutica (SENASA).

In 2012, the ASU hosted the 4th Global Humanitarian Aviation Conference in Amman, Jordan, and this proved to be a fruitful platform for addressing safety issues affecting humanitarian air operators, and promoting safety among stakeholders. More than 250 participants from 90 organizations participated and engaged in discussions on pressing aviation safety issues. ASU also rolled-out a Safety Awareness Campaign, that involved capacity building for Civil Aviation Authorities and Air Operators in developing countries, reaching more than 200 people. Several safety forums for Kenyan and South African operators, WFP Aviation and the national aviation authorities, were also organized.

WFP Aviation Quality Assurance Unit

In 2012, WFP continued the review of its field operations using the Quality Management System (QMS), based on ICAO standards and industry best practice. WFP Aviation Quality Assurance Unit (QAU) led efforts to improve the quality of WFP's air services through a number of activities, including reviews, workshops and updates of manuals and templates.

Four reviews of Aviation Field Operations were carried out, resulting in 19 recommendations. By the end of the year most of the recommendations had been implemented.

In collaboration with the Swedish Contingencies Agency MSB, QAU facilitated three Emergency Response Plan workshops aimed at increasing capacity to respond to aviation disasters.

Capacity Building

In 2012, the Aviation Training Unit offered a wide range of training in various locations in Afghanistan, Central African Republic, Chad, DRC, Ethiopia, Kenya, Senegal and Somalia. Subjects covered included: dangerous goods, security, airport operations, ground handling, air safety, customer service, introduction to aerodynamics, weight and balance, fuel and refuelling, aviation law, air transport regulations, introduction to air transport economics, and flight dispatcher refreshment training.

Training has also been offered online through e-learning sessions, supported by the International Air Transport Association (IATA). A total of 274 people have attended these sessions, including staff from WFP, other United Nations agencies, NGOs,

national governments, civil aviation authorities and other stakeholders directly involved in UNHAS operations.

Trainings are designed to strengthen the quality of UNHAS operations. They also form part of the UNHAS exit strategy: participants are empowered with new skills and career development is encouraged. This helps development of local aviation industries.

During 2012, there was also a steady increase in the number of requests for training from external stakeholders, including government authorities. In October, WFP and the Economic Community of West African States (ECOWAS) signed a technical agreement, the objective of which is to develop efficient Humanitarian Air Services within ECOWAS member states.

Concluding Remarks

In 2012, WFP Aviation successfully continued its important work of providing access to the humanitarian community in remote and challenging environments to assist those in need. WFP Aviation — in particular UNHAS operations — are active where no safe surface transport or viable commercial aviation options are available. In many cases, life-saving humanitarian projects are dependent on WFP Aviation's services for their implementation.

Given the unfavourable global economic situation in 2012, securing sufficient and timely funding to WFP Aviation services was a key challenge. Insufficient and unpredictable funding made long-term forecasting and operational planning difficult — in some cases, negatively impacting on the level of

implementation. For instance, UNHAS Special Operations in Iraq and Ivory Coast were discontinued in 2012, and some activities in Afghanistan, Sudan and South Sudan could not be carried out as planned.

The continued support by current donors and partners, as well as efforts to widen the donor base and forge new partnerships is of vital importance to mitigate WFP's financial exposure and foster financial sustainability. WFP Aviation will continue to explore the most efficient and cost-effective solutions to operational challenges in its activities. We will strive to ensure that flights in support of the vital assistance provided by the humanitarian community to those in need are conducted in a safe, responsive and timely manner.



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Page 13: CATO/UNHAS Niger/Pierre Lucas/Niger

Page 13: WFP/Rein Skullerud/Mali

Page 15: Erik Forsman/Somalia

Page 16: WFP/George Fominyen/South Sudan

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**UNHAS, managed by WFP Aviation,
delivers a common air service for the entire
humanitarian community (Niger fleet).**

**A WFP airdrop over
Yida in South Sudan**



For more information:
WFP Aviation Information Unit
wfp.aviationinformation@wfp.org

World Food Programme Via C.G. Viola, 68/70 - 00148 Rome, Italy - Tel: +39 0665131