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**Executive Board
Annual Session**

Rome, 6–10 June 2005

ADMINISTRATIVE AND MANAGERIAL MATTERS

Agenda item 12

For consideration

E

Distribution: GENERAL
WFP/EB.A/2005/12-A
11 May 2005
ORIGINAL: ENGLISH

REPORT ON POST-DELIVERY LOSSES FOR THE PERIOD 1 JANUARY–31 DECEMBER 2004

NOTE TO THE EXECUTIVE BOARD

This document is submitted for consideration to the Executive Board.

The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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EXECUTIVE SUMMARY

This report concerns country-specific and commodity-specific issues and describes the measures taken by WFP to keep post-delivery commodity losses to a minimum. The reporting period covered is the calendar year 1 January to 31 December 2004.

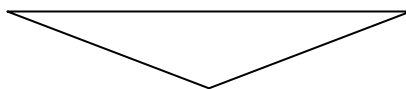
Post-delivery losses are defined as losses suffered after arrival at the delivery point, either during handling, storage or internal transport. The delivery point refers to the point in the recipient country where external or landside transport, storage and handling overland transport ends. When transport is by sea, the delivery point is where the commodities are contractually delivered from the vessel. Unlike pre-delivery losses, not included in this report, post-delivery losses are not covered by WFP's Special Insurance Account, which insures commodities from the time WFP takes possession until the delivery point. Instead, post-delivery losses must be recovered from the liable party by the recipient government or the WFP country office.

Annexes I, II and III to this report list commodity losses by reason, commodity and country. Losses equal to or greater than 2 percent of the total net cost, insurance and freight value of commodities handled in any individual country and greater than US\$20,000 in absolute value are included in Annex III and ranked in terms of the amount lost in US\$. The largest losses, both in terms of absolute and proportional net cost, insurance and freight value, receive specific mention in this report; significant but proportionally small losses in countries where large programmes are being implemented are also mentioned. Annex IV describes in more detail the corrective measures taken by WFP to reduce losses at the regional level.

The estimated total net cost, insurance and freight value of losses during the 2004 reporting period was US\$4.6 million, or 0.37 percent of the cost, insurance and freight value of all commodities handled (4.6 million mt, at a total estimated cost, insurance and freight value of US\$1.3 billion). There was a decrease in both absolute and proportional terms compared with the previous reporting period of US\$3 million, or 0.04 percent compared with 2003. This decrease mainly resulted from the drastic decrease in losses caused by looting during war and civil strife, which was the major cause of all losses in 2003 – especially for the enormous amount of food handled in the Iraq operation. In terms of food quantities handled and losses incurred, 2004 was more normative. The fact that the proportional level of losses remained relatively low can be attributed to a number of remedial efforts, which are described in this report. In WFP's Strategic Plan (2004–2007), one of the five operational indicators is losses; this clearly indicates WFP's commitment to reduce losses wherever possible.



DRAFT DECISION*



In considering the Report on Post-Delivery Losses for the Period 1 January to 31 December 2004 (WFP/EB.A/2005/12-A) the Board notes the country-specific and commodity-specific losses suffered and the corrective actions taken by WFP, governments and other partners to minimize post-delivery losses. It encourages the Secretariat to take all necessary measures to ensure that losses are reduced, to seek reimbursement from governments that lost commodities through negligence, and to continue to report to the Board annually.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations document issued at the end of the session.



CORRECTIVE ACTIONS TO MINIMIZE FUTURE COMMODITY LOSSES

Follow-up to Internal Audit of Post-Delivery Commodity Loss Reporting

1. Since late 2001, donors have sought reassurances of the accuracy of WFP's post-delivery loss tracking and reporting. WFP considers this a serious issue, especially when donors seek confirmation that in-house accountability systems and procedures meet their requirements. In 2002, the Operations Department requested that the Office of Internal Audit (OSDA) review post-delivery commodity loss tracking and reporting. The review, conducted in 2003, addressed aspects of definition, methodology, technicality, procedure, control, management and accountability in loss reporting.
2. The audit's recommendations can be summarized under 4 main headings: (i) poor commodity management practices in government counterpart and implementing partner warehouses, including lack of commodity tracking and reporting systems; (ii) inadequate procedures for standard commodity tracking to the point of distribution to beneficiaries (usually carried out by government counterparts and institutional partners), commodity loans and borrowings; (iii) reinforcement of WFP's Commodity Movement Processing and Analysis System (COMPAS), particularly at the final delivery point (FDP); and (iv) clarification of the definition of post-delivery commodity losses. Actions taken in response to these audit observations are elaborated further in this report.

WFP's Oversight Mechanisms Help Troubleshoot Potential Losses

3. WFP's oversight mechanisms, particularly the Inspector General and Oversight Services Division (OSD), the Office of Internal Audit and external auditors, are important in preventing loss and reporting fraud and mismanagement. In these cases, WFP takes action both to address the problems and to avoid similar incidents in the future.
4. The Office of Internal Audit includes "commodity management" as one of the audit thrust areas covered during country office audit missions. It confirms that: (i) a clear structure for managing commodities is in place; (ii) the country office prepares comprehensive, accurate and timely commodity tracking reports; (iii) commodities in warehouses are subject to adequate controls; (iv) commodity losses are reported promptly; and (v) superintendence procedures are adequate. Recommendations are made where controls are deemed weak, inadequate or non-existent. Auditors also visit warehouses during missions to conduct physical inspections, count commodity stocks and review warehouse records and management; recommendations are issued as needed. WFP has instituted an audit cycle dictating that country offices established as high-risk by an internal risk assessment are audited, either internally or externally, on a regular basis.
5. In 2004, the OSD also assisted in the prevention of serious commodity losses by conducting inspections of country offices and sub-offices, and by investigating reported cases of loss to determine their cause and initiate recovery.
6. OSDA continued the Risk Management Initiative. Control risk self-assessment workshops were carried out for several country offices in 2004, including those designed to identify post-delivery commodity loss risks and produce action plans to reduce identified risks.
7. The External Auditor has informed WFP that it plans to audit post-delivery losses during 2005. WFP looks forward to receiving new recommendations from this new audit in order to further improve its performance in containing commodity losses.



Follow-Up in Countries with High Past Losses: Bangladesh, Burkina Faso and Cambodia

⇒ *Bangladesh*

8. Commodity losses and leakage in Bangladesh have been a subject of the Board's discussion since 2001. The final report of the food aid leakage study carried out in Bangladesh by the International Food Policy Research Institute (IFPRI) during 2002 and 2003 was distributed to stakeholders in October 2003. This report contained an analysis and recommendations to reduce leakages; a steering committee comprising the Government of Bangladesh, donors and WFP voiced its commitment to implement the study's recommendations. Since then, a number of specific measures have been undertaken, including: (i) establishment of government-led technical committees to ensure a focused, well-organized approach to implementing the report's recommendations; (ii) an improved activity monitoring system, which became fully operational in 2004; (iii) deployment of COMPAS in 2004 as the system to track all food movements from ports to FDPs, including distribution by implementing partners in the near future; and (iv) improved food distribution systems using standardized measuring scoops and pre-packaged fortified food rations.
9. Since the introduction of these improvements, the country office, through its comprehensive activities and post-distribution monitoring system, discovered 2,759 mt of commodity losses from the country programme and emergency operation (EMOP). The loss represents 6.3 percent for the country programme and 1.5 percent underpayment to participants in EMOPs; the total value of this loss is US\$780,000. The amount of loss in 2004 was comparatively less than the 7.5 percent cited in the IFPRI report, representing 1.1 percent of the total quantity handled in the country. Unfortunately, only 28 mt was reported directly by implementing partners and registered in COMPAS; the remaining 2,731 mt is still under verification. Most of these losses were the result of underpayments reported by programme participants and local food distribution committee members interviewed by the country office. Once the final figures have been agreed upon, the Government will be requested to reimburse the incurred losses and assure more efficient measures to control food distributions and prevent the unauthorized utilization of commodities. It is particularly important to ensure: (i) the elimination of short deliveries from local storage depots; (ii) the timely disbursement of portering funds to local authorities in order to prevent carrying cost payments by sales of cereals; and (iii) the prevention of distribution to unauthorized beneficiaries, including payments to guards and porters.
10. There is no indication of any losses in the distribution of fortified biscuits in sealed plastic packets under nutrition-for-education (formerly school feeding) activities or of blended fortified food under the community nutrition initiative. The country office plans to capitalize further on these distribution modalities. It will also: (i) renew its efforts to strengthen the monitoring capacity of the Government and non-governmental organizations (NGOs), in order to enhance their accountability in the management of food distribution, through shouldering ownership of WFP commodities and timely accurate reporting; (ii) improve WFP field-level monitoring to clearly define loss amounts and sources; (iii) introduce revised distribution mechanisms such as labour contracting societies in which beneficiaries or local committees take charge of the collection and distribution of food entitlements; and (iv) ensure that COMPAS is fully functioning to capture information from entry point to FDP and beneficiaries.



⇒ *Burkina Faso*

11. As mentioned in the 1998–1999 report, 717 mt canned fish and meat was lost in Burkina Faso between 1 January 1996 and 31 March 1999, for a total loss in terms of US\$1.75 million in cost, insurance and freight (c.i.f.) value. In addition to remedial action already reported to the Board in 2000, the Government committed to reimburse the full value of this loss. In 2001, an agreement establishing a repayment plan was signed by the Prime Minister's Office, the Ministry of Agriculture and the WFP country office. The Government has already repaid US\$1.3 million in c.i.f. value, with a further reimbursement expected to be included in the national budget for 2005.

⇒ *Cambodia*

12. As stated at EB.A/2004, WFP investigated losses in Cambodia. In early 2005, an agreement was reached with the Government on compensation for food aid that was diverted from intended beneficiaries in food-for-work (FFW) programmes in 2003 and 2004. Based on a thorough joint Government/WFP analysis of figures, which had a scientific basis, the Government has agreed to compensate WFP for the loss with US\$900,000, to be paid in three annual instalments, for WFP projects in the country. It is worth noting that the Government already paid the first installment of US\$300,000 in 2005.
13. As a result of its investigation, WFP charged 15 of its staff members with involvement in the diversions; the Government has taken administrative sanctions against two government staff members, requiring them to return the diverted rice. The Government will pursue other staff members implicated in the diversions and will take similar actions if they are found guilty. With this agreement in place, WFP can resume FFW activities after a one-year suspension. The Government and WFP have also introduced a series of checks formulated by FFW experts in order to prevent a recurrence of this loss.
14. WFP appreciates the support of its donors during the long investigation of this diversion and looks forward to a future of productive and beneficial activities to serve the hungry poor in Cambodia.

Reinforce COMPAS as the Corporate Commodity Tracking System, Especially at FDPs

15. WFP rolled out COMPAS version 2.0 to all country offices in 2004. COMPAS is a management information application that helps WFP and its counterparts track all commodity movements from external transport to the FDP and distribution to beneficiaries – COMPAS acts as a warning mechanism to minimize future losses.
16. By the end of 2004, COMPAS 2.0 had been installed in 74 country offices with food aid programmes and in all six regional bureaux. Installation is expected by the end of 2005 in the remaining five country offices: Colombia, Cuba, Ecuador, Ghana and São Tomé e Príncipe.
17. WFP made several enhancements to COMPAS version 2.0 to support country offices in more accurate data capture, including commodity losses. Version 2.0 is designed to better distinguish between losses that occur prior to delivery to the recipient country (pre-delivery losses) and losses that occur after delivery (post-delivery losses). This has improved WFP's ability to accurately capture post-delivery losses and minimize errors that may lead to inadvertent classification of losses.



18. COMPAS was enhanced in order to enable WFP to use a single system to track commodity movements from the time food is handed over to WFP until distribution to beneficiaries at the FDP. Simplified and standardized reporting formats for implementing partners and government counterparts were designed to mirror the COMPAS format so that distribution reports from WFP's partners at FDPs can be readily entered into COMPAS if electronic data exchange is not possible. This has significantly improved WFP's ability to capture the entire food track up to the FDP for all projects. As a result of these improvements, COMPAS was used as the sole data source for commodity accounting in the 2004 standard project reports in the 69 country offices where COMPAS 2.0 was operational before the year's end.
19. Previous internal audits of post-delivery losses had found that WFP systems and normative guidance for monitoring commodity loans and borrowing required strengthening. The fact that projects run the risk of classifying loans and borrowings that were not properly accounted for as post-delivery losses was of particular concern. In COMPAS 2.0, functions for recording loans and borrowings – and for monitoring their status – were improved to ensure that this information is always available, up to date and standardized.
20. Another enhancement of COMPAS 2.0 that will contribute to reducing post-delivery losses is the “transporter invoice processing” module. This standard tool for processing transporter invoices will ensure that exact commodity values, as recorded in WFP's SAP system, are readily available to make claims for losses by transporters. This will encourage service providers to take better care of WFP's commodities in their custody and to reduce losses incurred during transport. Presently, 40 percent of country offices are using the new module for processing invoices and this number is expected to increase as more country office staff are trained during 2005.
21. WFP achieved its 2004 goal of tracking commodity movements up to beneficiary distribution with COMPAS in 80 percent of country offices, but two weaknesses still need to be addressed. WFP needs to: (i) help implementing partners and government counterparts to be more conscientious about reporting losses incurred; and (ii) offer more focused training to WFP field staff – especially country directors and staff in charge of sub-offices – on managing the commodity tracking functions under their responsibility. In 2005, WFP will work with country offices to strengthen food aid monitoring in order to ensure more accurate loss reporting by implementing partners.
22. Roll-out of COMPAS 2.0 followed a tight timeframe in 2004 and sufficient time was not available for training staff on all aspects of the new tool. WFP launched a comprehensive training programme in 2005 specifically targeted at non-logisticians to raise their understanding of commodity tracking in general and of COMPAS 2.0 in particular.
23. WFP will collaborate on a joint project with the TNT Post Group (TPG) as part of the “moving-the-world” initiative to further improve COMPAS 2.0. This project includes report-generation facilities, commodity age alert reports and the incorporation of a module for monthly comparison of COMPAS stocks with physical stocks in WFP warehouses.
24. The COMPAS website is included as part of the WFP Intranet, providing online access to commodity management information for all country offices.

Improvements in Commodity Procurement to Minimize Losses

25. WFP's Food Procurement Service continued to take measures to minimize commodity losses during 2004, an exceptional year for food procurement given the record quantity of food purchased. WFP purchased 3.6 million mt of food, valued at US\$1.1 billion, in 2004,



representing 67 percent of all food handled during the year. The commodities originated from 91 countries, of which 79 were developing or in-transition countries, including 1.6 million mt for Iraq valued at US\$540 million. In 2003 WFP bought 2.7 million mt of food worth US\$634 million in 84 countries; it purchased 1.5 million mt valued at US\$307 million in 2002. Local and regional purchases assure that food is more acceptable to beneficiaries and buying at the closest point to beneficiaries requires less transport, handling and storage, which reduces losses.

26. WFP has strict food procurement procedures to control commodity losses: (i) WFP hires inspection companies to verify the quality, quantity and packaging of food prior to loading, with damaged lots rejected. (ii) Performance bond and penalty clauses are enforced in cases of suppliers' non-compliance with contractual obligations, providing WFP leverage against suppliers who fail to deliver the right product. (iii) Only reliable, experienced suppliers with demonstrated capacity are maintained on WFP's supplier lists. (iv) Purchase contracts based on delivered duty unpaid terms reduce losses because only delivered quantities are charged to WFP and missing or damaged cargo is billed to suppliers. These loss-prevention actions have proven effective in decreasing delivery losses in countries where WFP operates. New procurement staff in country offices and at Headquarters has been intensively trained to ensure that lessons learned from past experiences are retained in the organization's institutional memory.
27. The Food Procurement Service has recently introduced the Good Manufacturing Practice and the Hazard Analysis Critical Control Point procedures (HACCP) for blended foods and wheat flour suppliers. Under these procedures, consultants visited blended foods processors, flour mills and local inspection agencies. In the past, a product was considered acceptable by WFP if the inspection agency confirmed compliance with product specifications. Under HACCP, the manufacturer is now responsible for delivering a high-quality product. The inspection agency's role is to audit the process control data in the factory and draw random samples for laboratory analysis. Manufacturers will retain the right to dispatch products as they are manufactured, but inspectors may stop production if the process control documentation is inadequate, incorrect, falsified or the samples do not meet the specifications. Inspection agencies have been advised of these proposed procedures and WFP has already removed several corn-soya blend (CSB) producers from its vendor list until their plant and hygiene practices have been upgraded to meet HACCP requirements.
28. During 2004, the Food Procurement Service worked with commodity suppliers to improve quality of packaging materials. For example, vegetable oil containers and outer cartons have been replaced by more durable materials to enable multiple handling without losses. Packaging for high-energy biscuits was also improved. Individual rations had been packed in simple oriented polypropylene (OPP) film; this has been replaced by metallic OPP film to increase shelf life. In addition, the carton material is now three-ply to enable proper stacking to maximum height for transport. Improvements have also been made to packaging for blended foods such as heat sealing of inner liners to reduce the risk of infestation. Throughout 2004, the Food Procurement Service worked with commodity inspection companies and suppliers to address inferior packaging materials; samples were obtained and appropriate action was requested from suppliers. Since August 2004, the Food Procurement Service has collaborated with loss control and commodity quality control (CQL) officers from the Legal Services Division to ensure proper commodity quality and packaging. As a result, several commodity suppliers were instructed to implement immediate measures to improve the quality of food and packaging.



29. Since mid-2004, WFP has undertaken a supply-chain optimization project. The Food Procurement Service has held several consultations to ensure that lead times from purchase to delivery point are optimized in order to reduce losses of commodities with short shelf lives.

Ongoing Work of the Commodity Management Working Group

30. The Commodity Management Working Group, established by WFP's Transport and Logistics Division in 2001, continues to identify causes of commodity losses in order to develop commodity management policies, procedures and guidelines. This working group has also identified weaknesses in milling and fortification skills. A comprehensive survey of milling operations was carried out in 2004 and a milling workshop was organized to enhance the understanding of food quality management, cereal transformation and fortification processes. Training targeted senior logistics and procurement officers, food procurement specialists and programme officers from regional bureaux and country offices.

Appointment of Loss Control and CQL Officers

31. In August 2004, two new CQL officers were recruited to assist in reducing the risk of pre-delivery and post-delivery losses. One officer is based at Headquarters and the other is located at the Asia regional bureau. The appointments are aimed at concentrating the combined efforts of a number of departments within WFP to reduce exposure to risk and post-delivery losses. These officers have already intervened in 40 percent of all country offices in the short time since their recruitment.
32. CQL officers assist country offices in preventing post-delivery losses wherever possible. Reported incidents of theft are followed up to ensure that security has been improved, and incidents of poor handling are addressed to determine if further warehouse training is required. Additional follow up is carried out regarding packaging and quality issues.

More Focus on Food Infestation Issues

33. The 2003 review of post-delivery losses by Internal Auditors highlighted the need for more focus on food infestation. A pest management training module, developed in conjunction with the Natural Resources Institute in the United Kingdom, has now been delivered in four workshops for 94 WFP staff from 41 countries. The training equips WFP staff with knowledge of fumigation procedures in order to better preserve commodities in storage and save money by ensuring that all fumigations are effective. The roll-out of this training will be emphasized in regions where infestation losses are common.
34. CQL officers are also tracking incidents in which goods arrive in a destination country already infested. If the cause is ineffective fumigation at origin, WFP's requirements to suppliers on pre-shipment fumigations are reiterated; WFP-appointed inspection companies thoroughly check for signs of infestation and, if necessary, witness fumigation prior to WFP taking title.

Milling and Fortification

35. A technical milling training module to enhance the understanding of cereal transformation, fortification and quality management has been delivered at five workshops for 150 WFP staff. This training ensures maximum efficiency in WFP-operated or contracted milling operations and more efficient contracting of flour purchases.



36. In conjunction with the milling technical training, a milling study involves extensive research into past and present milling operations in an effort to learn from WFP's experience in this area. Its aim is to provide guidance to WFP staff involved in the planning and execution of milling operations. The study will be completed by late 2005.

Improving Food Specifications, Food Quality, Superintendence and Inspections

37. Just over 15 percent of WFP's 2004 post-delivery losses were the result of problems originating at the product origin. The causes include failure of the delivered product to meet specification requirements and lack of sufficient detail in stated requirements to reduce exposure to risk. There is an ongoing project to consolidate: (i) statutory specifications of recipient countries; (ii) specifications for in-kind donated commodities; and (iii) specifications for purchased commodities. Since late 2004, there has been much effort to improve food specifications in order to reduce exposure to risk.
38. WFP contracts first class inspection companies to inspect commodities and analyse samples at the point where WFP takes title. It is not practical or financially viable to test against all product parameters at this point; where defects are noted afterwards, it is very difficult to recover products from suppliers, even with WFP's commercial influence in the market. Increased focus on the technical level reduces WFP's exposure to risk and improves prospects of recovery. For example, WFP took delivery of a consignment of biscuits against clean receipts. Problems were identified in the receiving country and laboratory analysis determined the nature of the problem. A follow-up inspection on the supplier's premises identified the cause as production-related. The evidence was irrefutable and WFP obtained a full replacement from the supplier.
39. Disputes over quality are common in international trade and there can be no doubt that further recoveries will be required. WFP is always looking to reduce exposure to risk by improving inspection standards; superintendence agreements for port operations and in arrival countries will be reviewed by the end of 2005.

Expanded Pilot of the School Feeding Monitoring System

40. WFP's School Feeding Service continues to work with country offices on an expanded pilot test of a school feeding monitoring system based at recipient schools. Trained personnel at the schools enter monthly data on major indicators into the Advanced Research and Global Observation Satellite (ARGOS), an electronic device similar to an automated teller machine. The data is transmitted via satellite to a data-collection centre in France, where it is made available to ministries of education and WFP on a website. This data can be cross-checked with COMPAS and other WFP databases in order to identify gaps since it includes information about the amount and type of food received and the number of meals provided to children.
41. By the end of 2004, 1,028 devices had been delivered to 12 countries – Afghanistan, Cape Verde, Chad, Djibouti, El Salvador, Guinea, Guinea-Bissau, Lesotho, Malawi, Mozambique, São Tomé e Príncipe and Sudan. In Afghanistan, Cape Verde, Guinea, Guinea-Bissau, Malawi, Mozambique, and Sudan, the device is installed in a sufficient number of WFP-assisted schools to assure a scientifically representative sample for the whole country. The data that schools enter relates to: (i) pupil information by grade and gender, such as attendance, enrolment and number of school days in attendance; (ii) food-basket items by quantity and type of commodities received and distributed by the school; and (iii) days of distribution for each commodity.



42. The School Feeding Service has also been encouraging increased transparency throughout the school feeding system, especially at schools and with parents. When parent-teacher associations and others involved in school management are aware of how much food is intended for the school and for each child, they do a better job of monitoring, reporting and troubleshooting potential problems. Based on WFP's success with ARGOS, other organizations are piloting similar use of the system to collect their own information in areas that present a challenge to monitoring.

COMMODITY LOSSES SUSTAINED AFTER DELIVERY TO RECIPIENT GOVERNMENTS IN 2004

Overview

43. This report covers the period from 1 January to 31 December 2004, during which WFP handled 4.6 million mt of commodities with an estimated c.i.f. value of US\$1.3 billion. The net c.i.f. value of losses during the period was US\$4.6 million or 0.37 percent of the c.i.f. value of all commodities handled.
44. WFP also recovered US\$1.1 million through the sale of commodities no longer fit for human consumption or through recovery actions for losses suffered by private contractors. Salvage sales take place only when commodities are certified unfit for human consumption but have value as animal feed or for industrial purposes. These sales are subject to strict controls to ensure that they cannot be reintroduced for human consumption. In 2004, WFP strengthened the accounting of these recoveries through the WFP Information Network and Global System (WINGS), reporting more than five times the amount of recoveries as 2003 and almost ten times as many as 2002.

Losses by Cause

45. Annex I shows that 27 percent of all losses during 2004, amounting to US\$1.2 million, were the result of poor handling and quantities shortlanded during transport operations. The second most prominent cause of losses last year was looting during war and civil strife, amounting to US\$700,000 or 16 percent of all losses for the year; this figure is much lower than 2003, when looting resulted in overall losses of US\$4 million.

Losses by Commodity

46. Annex II shows that the most significant losses in terms of net c.i.f. value were of cereals such as bulgur wheat, maize, maize meal, rice, wheat and wheat flour followed by pulses and vegetable oil. Losses in these three commodity groups amounted to 75 percent of all those reported. This is not surprising because WFP's global food basket included the same percentages of these commodity types.

Losses by Responsible Party

47. Approximately 65 percent of all post-delivery commodity losses were incurred while under the direct management of WFP, 20 percent were suffered by government counterparts and 15 percent were incurred by non-government implementing partners. WFP is managing an increasing proportion of the food entrusted to it by donors, especially in large and complex EMOPs. For this reason, WFP suffers a correspondingly higher proportion of all losses. The accurate reporting of commodity movements not under WFP's



direct management is receiving much closer attention; the proportion of losses by government and non-government implementing partners may increase in 2005.

Losses by Recipient Country

48. As Annex III indicates, there were 16 individual projects in eight countries registering net commodity losses equal to or greater than 2 percent of the total value handled, with an absolute net c.i.f. value of US\$20,000. These countries are Afghanistan, Angola, Colombia, Haiti, Malawi, Mauritania, the Russian Federation and Sudan.
49. Only Haiti registered a global proportional post-delivery loss equal to or greater than 2 percent of the total value handled, with an absolute net c.i.f. value of US\$20,000. This case is described in more detail below.
50. Nine countries – Afghanistan, Angola, Democratic Republic of the Congo (DRC), Haiti, Indonesia, Malawi, Mauritania, the Russian Federation and Sudan – incurred post-delivery commodity losses with an absolute net c.i.f. value greater than US\$100,000. They are described in greater detail below, in decreasing order of absolute net c.i.f. value loss.

⇒ *Angola*

51. Angola sustained post-delivery commodity losses totalling 2,539 mt with an estimated net c.i.f. value of US\$731,358, or 1.8 percent of the 159,744 mt handled. The main cause of this loss was the arrival of maize, beans and CSB damaged by container sweat – when the air inside containers becomes heated during the ocean voyage causing evaporation of moisture from the commodities. To address this, WFP's shipping service will enhance monitoring of the containers at the loading port and the country office – its superintendent will monitor quality control during the destuffing of containers.

⇒ *Haiti*

52. Haiti sustained post-delivery losses totaling 952 mt with an estimated c.i.f. value of US\$695,950, or 7.3 percent of the 22,805 mt handled. This high loss in both absolute and proportional terms was mainly the result of looting of the WFP warehouse in Cap Haitian during civil strife in early 2004. After this civil unrest abated, security was strengthened by the specialized registered subcontractor. Throughout 2004, the United Nations Stabilization Mission in Haiti (MINUSTAH) has been actively involved in reinforcing security measures; communication channels have been set up between the warehouse security subcontractor and MINUSTAH.

⇒ *Sudan*

53. Sudan sustained post-delivery commodity losses totalling 1,926 mt with an estimated net c.i.f. value of US\$512,048, or 0.6 percent of the 370,108 mt handled. The major losses were of sorghum and pulses; 90 percent of losses for both commodities occurred during transport. To address this problem, WFP made deductions to the transporters' invoices and ceased the practice of replacing commodities lost by transporters, which had taken place in 2004.

⇒ *Afghanistan*

54. Afghanistan sustained post-delivery commodity losses totaling 531 mt with an estimated net c.i.f. value of US\$289,703, from the 209,402 mt handled. In proportional terms, these losses were only 0.5 percent of all commodities handled during the reporting period. The most significant losses concerned fortified biscuits as a result of a warehouse fire. To



address this, a comprehensive review of security measures took place to further strengthen security and safety measures at all WFP warehouses. Training was provided to all warehouse staff in firefighting procedures.

⇒ *Democratic Republic of the Congo (DRC)*

55. DRC sustained post-delivery commodity losses totaling 939 mt with an estimated net c.i.f. value of US\$279,744, or 0.9 percent of the 100,000 mt handled. More than 60 percent of all losses were caused by looting of warehouses and barges during civil strife in the eastern part of the country. WFP sent a letter of protest to the Government and stocks were maintained at external hubs until security improved. New extended delivery points were opened in order to minimize direct deliveries to implementing partners, giving WFP more control of food commodities; WFP collaborated with local port authorities and police to increase control and minimize food diversion.

⇒ *Malawi*

56. Malawi sustained post-delivery commodity losses totaling 1,256 mt with an estimated net c.i.f. value of US\$219,448, or 1.2 percent of the 81,979 mt handled. The most significant losses concerned maize and maize meal resulting from damaged deliveries received directly or by millers in 2002–2003 from Nacala port in Mozambique, and from poor-quality local maize received in-kind from silos. To address this, WFP more strictly controls consignments prior to milling and conducts quality control; all warehouse personnel have also been trained.

⇒ *Russian Federation*

57. The Russian Federation sustained post-delivery commodity losses totaling 631 mt with an estimated net c.i.f. value of US\$164,899, or 1.5 percent of the 35,079 mt handled. The most significant losses concerned locally procured wheat flour and were caused by a quality flaw, gradual deterioration and infestation. To tighten quality control, WFP has included a number of new parameters in the certification of wheat flour purchases in addition to existing local standard certification requirements.

⇒ *Indonesia*

58. Indonesia sustained post-delivery commodity losses totaling 494 mt with an estimated net c.i.f. value of US\$143,240, or 0.7 percent of the 74,878 mt handled. Losses were incurred during shipment to outer islands, handling at a government warehouse and loading during distribution by implementing partners. The country office has shared its concerns with sea transporters, requesting that they improve handling procedures to avoid torn bags.

⇒ *Mauritania*

59. Mauritania sustained post-delivery commodity losses totalling 310 mt with an estimated net c.i.f. value of US\$109,644, or 1.3 percent of the 33,094 mt handled. These losses were mainly caused by unsatisfactory conditions, poor management and inadequate personnel at warehouses. After one year of negotiations, the country office concluded a detailed co-management agreement with its main government implementing partner in September 2004; it was agreed that distribution of food stocks would be accelerated in order to conserve space and reduce the number of warehouses. Four warehouse management training workshops were held in late 2004 to reinforce the daily inspection



visits of warehouses, cleaning and reconditioning, and the use of COMPAS. NGOs have also become important players in the food distribution chain in Mauritania, collaborating with village committees, closely monitoring food distributions and ensuring that women are active in managing the food distribution process. Commodities are now stored only in the Nouakchott central and regional warehouses and food is transported directly to beneficiaries, eliminating unnecessary storage at other locations where WFP has less of a presence. WFP has recruited three United Nations Volunteers and three sub-office logistics assistants to work closely with government counterparts in warehouse management.

⇒ *Colombia*

60. Colombia sustained post-delivery commodity losses totaling 114 mt with an estimated net c.i.f. value of US\$37,046, or 0.6 percent of the 12,792 mt handled. Although the distribution of wheat flour in Colombia was slow, it was impossible to postpone an already scheduled delivery of the commodity; a portion remained in storage beyond its expiry date and deteriorated. The country office recovered 35 percent of this loss by salvaging the product through resale. In order to avoid such losses in the future, the country office has improved procurement procedures for perishable commodities with a short shelf life.

LOSSES SUSTAINED DURING PREVIOUS REPORTING PERIODS BUT REPORTED FOR THE FIRST TIME DURING 2004

61. In 2004, 27 commodity losses in four countries were reported for the first time. The total quantity lost was 176 mt or 0.2 percent of the value handled in those operations; most individual countries' losses were small. The countries involved are DRC, Georgia, Mozambique and Nepal. Losses mainly concerned vegetable oil and pulses resulting from pilferage and poor handling.

FOLLOW-UP ON LOSSES UNDER VERIFICATION DURING THE PREVIOUS REPORTING PERIOD

62. As in 2003, losses under investigation by WFP were reported in Bangladesh, Cambodia, Côte d'Ivoire, Eritrea, India, Myanmar, Nepal, Sierra Leone, Yemen and Zimbabwe.

⇒ *Bangladesh and Cambodia*

63. The update for the losses in these countries appears earlier in this report.

⇒ *Côte d'Ivoire and Sierra Leone*

64. Upon review, there were no extra losses in 2003 in Côte d'Ivoire and Sierra Leone.

⇒ *Eritrea*

65. Eritrea confirmed the loss of 48 mt of pulses deemed unfit for human consumption.



⇒ *India*

66. India reported a loss of 27 mt of rice; an investigation is pending. The Government initiated legal and disciplinary proceedings against the five officials responsible for the loss.

⇒ *Myanmar*

67. Myanmar reported its investigation of 2 mt of rice lost during transport; the transporters compensated WFP.

⇒ *Nepal*

68. Nepal reported 6 mt of rice looted during civil unrest and repaid by the supplier.

⇒ *Yemen*

69. Yemen confirmed 2 mt of wheat lost in a warehouse during bagging.

⇒ *Zimbabwe*

70. Zimbabwe reported losses of 610 mt, under investigation in 2003, from theft and quantities shortlanded during transit. The country office deducts the value of any losses suffered by storage and transport operators and no longer uses the warehouse in Mutare where the thefts occurred.

LOSSES CURRENTLY UNDER VERIFICATION AND FOR FOLLOW-UP IN FUTURE REPORTS

71. WFP is currently verifying commodity losses in Bangladesh, Cambodia, Ghana, India, Kenya, Lao People's Democratic Republic, Madagascar, Mauritania, Mozambique, Niger, Pakistan and Zambia. Updated accounts of these losses will be provided in future reports.



ANNEX I

POST-DELIVERY LOSSES OF COMMODITIES, BY MAJOR REASON FOR LOSS (1 JANUARY–31 DECEMBER 2004)		
Reason for loss	Estimated net c.i.f. value of commodity lost (US\$ million)	Share of total loss (percent)
Losses mainly attributable to problems at origin		
Deterioration of food commodities	0.557	12.1
Deterioration of packaging materials	0.305	6.6
Other	0.069	1.5
Subtotal	0.931	20.2
Losses mainly attributable to problems in recipient country		
Poor handling/shortlanded quantities	1.221	26.5
Civil strife	0.746	16.2
Processing of commodity	0.415	9.0
Other	0.338	7.3
Theft/pilferage/unauthorized distribution	0.283	6.1
Improper or excessively long storage	0.184	4.0
Natural disasters and fires	0.179	3.9
Reconditioning/bagging	0.180	3.9
Infestation	0.136	2.9
Subtotal	3.682	79.8
Total	4.613	100.0



ANNEX II

POST-DELIVERY LOSSES OF COMMODITIES, BY COMMODITY (1 JANUARY–31 DECEMBER 2004)			
Commodity	Estimated net c.i.f. value of quantity handled (US\$ million)	Estimated net c.i.f. value of quantity lost (US\$ million)	Loss as percent of net c.i.f. value of quantity handled
Cereals			
Maize meal	69.563	0.347	0.50
Bulgur wheat	25.670	0.061	0.24
Maize	183.912	0.789	0.43
Rice	96.201	0.309	0.32
Wheat	205.468	0.135	0.07
Wheat flour	71.050	0.276	0.39
Sorghum	51.774	0.205	0.40
Other cereals	0.014	0.000	0.00
Oil and fats			
Vegetable oil	196.259	0.770	0.39
Other fat	2.314	0.000	0.00
Dairy products			
Dried whole milk	25.095	0.000	0.00
Enriched dried skim milk	6.879	0.002	0.03
Other dairy	24.782	0.009	0.04
Pulses			
Peas	50.820	0.145	0.29
Beans	63.554	0.326	0.51
Lentils	17.152	0.268	1.56
Other pulses	0.061	0.000	0.00
Other			
Corn-soya milk and wheat-soya milk	1.748	0.000	0.00
CSB and wheat-soya blend	104.171	0.463	0.44
Sugar	9.935	0.014	0.14
Canned fish and canned meat	20.187	0.286	1.42
Salt	1.676	0.002	0.12
Biscuits	10.236	0.175	1.71
Faffa, Likuna Phala & Indiamix	5.825	0.020	0.34
Miscellaneous	7.698	0.007	0.09
All commodities	1 252.043	4.613	0.37



**ANNEX III: POST-DELIVERY LOSSES OF COMMODITIES, BY REGION AND RECIPIENT COUNTRY
(1 JANUARY–31 DECEMBER 2004)**

Recipient country	Estimated c.i.f. value of total commodity handled (US\$ million)	Estimated net c.i.f. value of commodity loss (US\$ million)	Loss as percent of total value handled	Losses of commodities equal to or greater than 2 percent of value of quantity handled in individual projects (only losses over US\$20,000)		
				Commodity	Percent	Value (US\$)
Eastern and Central Africa region						
Burundi	21.812	0.072	0.33			
DRC	31.123	0.280	0.90			
Congo (Rep. of)	3.944	0.016	0.40			
Djibouti	2.971	0.026	0.86			
Eritrea	43.815	0.012	0.03			
Ethiopia	108.578	0.025	0.02			
Kenya	48.041	0.067	0.14			
Rwanda	10.936	0.027	0.25			
Somalia	6.045	0.008	0.14			
Sudan	85.917	0.512	0.60	Lentils	2.14	30 150
Tanzania	35.006	0.195	0.56			
Uganda	57.349	0.113	0.20			
Total: Eastern and Central Africa region	455.538	1.354	0.30			



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Recipient country	Estimated c.i.f. value of total commodity handled (US\$ million)	Estimated net c.i.f. value of commodity loss (US\$ million)	Loss as percent of total value handled	Losses of commodities equal to or greater than 2 percent of value of quantity handled in individual projects (only losses over US\$20,000)		
				Commodity	Percent	Value (US\$)
Southern Africa region						
Angola	41.693	0.731	1.75	Beans	14.62	82 900
				CSB	11.59	133 250
				Beans	2.11	24 750
Lesotho	18.239	0.035	0.19			
Madagascar	6.208	0.012	0.19			
Malawi	18.342	0.219	1.20	Maize	2.10	109 400
				Maize meal	4.09	48 200
Mozambique	26.940	0.128	0.48			
Namibia	1.880	0.003	0.17			
Swaziland	6.194	0.005	0.09			
Zambia	13.557	0.016	0.11			
Zimbabwe	62.090	0.050	0.08			
Total: Southern Africa region	195.144	1.200	0.61			



**ANNEX III: POST-DELIVERY LOSSES OF COMMODITIES, BY REGION AND RECIPIENT COUNTRY
(1 JANUARY–31 DECEMBER 2004)**

Recipient country	Estimated c.i.f. value of total commodity handled (US\$ million)	Estimated net c.i.f. value of commodity loss (US\$ million)	Loss as percent of total value handled	Losses of commodities equal to or greater than 2 percent of value of quantity handled in individual projects (only losses over US\$20,000)		
				Commodity	Percent	Value (US\$)
West Africa region						
Benin	1.928	0.001	0.05			
Burkina Faso	7.592	0.002	0.03			
Cameroon	2.367	0.021	0.87			
Cape Verde	3.606	0.008	0.23			
Central African Republic	2.791	0.031	1.11			
Chad	10.610	0.007	0.06			
Côte d'Ivoire	11.859	0.049	0.41			
Gabon	0.016	under 1 000 dollars	negligible			
Gambia	1.168	0.003	0.22			
Ghana	4.015	0.026	0.66			
Guinea	8.917	0.012	0.13			
Guinea-Bissau	2.086	under 1 000 dollars	0.01			
Liberia	25.613	0.039	0.15			
Mali	5.050	0.002	0.04			
Mauritania	8.421	0.110	1.30	Wheat-soya blend	26.15	74 600

**ANNEX III: POST-DELIVERY LOSSES OF COMMODITIES, BY REGION AND RECIPIENT COUNTRY
(1 JANUARY–31 DECEMBER 2004)**

Recipient country	Estimated c.i.f. value of total commodity handled (US\$ million)	Estimated net c.i.f. value of commodity loss (US\$ million)	Loss as percent of total value handled	Losses of commodities equal to or greater than 2 percent of value of quantity handled in individual projects (only losses over US\$20,000)		
				Commodity	Percent	Value (US\$)
Niger	4.595	0.003	0.07			
São Tomé e Príncipe	0.395	under 1 000 dollars	0.07			
Senegal	6.690	0.006	0.09			
Sierra Leone	11.679	0.051	0.44			
Total: West Africa region	119.348	0.371	0.31			
Asia region						
Bangladesh	44.171	0.011	0.02			
Bhutan	4.426	0.004	0.09			
Cambodia	11.344	0.004	0.03			
China	10.448	0.006	0.06			
India	10.144	0.011	0.11			
Indonesia	21.823	0.143	0.66			
Korea, D.P.R.	85.825	0.061	0.07			
Lao People's Democratic Republic	3.353	0.002	0.07			
Myanmar	2.147	under 1 000 dollars	0.01			
Nepal	16.686	0.049	0.29			



**ANNEX III: POST-DELIVERY LOSSES OF COMMODITIES, BY REGION AND RECIPIENT COUNTRY
(1 JANUARY–31 DECEMBER 2004)**

Recipient country	Estimated c.i.f. value of total commodity handled (US\$ million)	Estimated net c.i.f. value of commodity loss (US\$ million)	Loss as percent of total value handled	Losses of commodities equal to or greater than 2 percent of value of quantity handled in individual projects (only losses over US\$20,000)		
				Commodity	Percent	Value (US\$)
Sri Lanka	9.309	0.026	0.28			
Timor-Leste	1.238	under 1 000 dollars	0.07			
Total: Asia region	220.912	0.318	0.14			
Middle East, Central Asia and Eastern Europe						
Afghanistan	63.552	0.290	0.46	High-energy biscuits	3.41	167 850
Albania	2.626	under 1 000 dollars	0.01			
Algeria	11.792	0.010	0.09			
Armenia	4.456	0.002	0.03			
Azerbaijan	4.455	under 1 000 dollars	negligible			
Egypt	4.277	under 1 000 dollars	0.01			
Georgia	6.361	0.019	0.29			
Iran	4.981	0.007	0.15			
Iraq	26.645	under 1 000 dollars	negligible			
Jordan	1.955	under 1 000 dollars	negligible			
Morocco	0.150	0.005	3.17			
Occupied Palestinian Territory	21.201	0.033	0.15			

**ANNEX III: POST-DELIVERY LOSSES OF COMMODITIES, BY REGION AND RECIPIENT COUNTRY
(1 JANUARY–31 DECEMBER 2004)**

Recipient country	Estimated c.i.f. value of total commodity handled (US\$ million)	Estimated net c.i.f. value of commodity loss (US\$ million)	Loss as percent of total value handled	Losses of commodities equal to or greater than 2 percent of value of quantity handled in individual projects (only losses over US\$20,000)		
				Commodity	Percent	Value (US\$)
Pakistan	24.041	0.104	0.43			
Russian Federation	11.243	0.165	1.47	Wheat flour	2.73	154 350
Syria	3.192	0.006	0.19			
Tajikistan	10.780	0.008	0.08			
Yugoslavia, F.R	1.056	under 1 000 dollars	negligible			
Yemen	8.985	0.020	0.22			
Total: Middle East, Central Asia and Eastern Europe	211.745	0.669	0.32			
Latin America and Caribbean region						
Bolivia	3.783	under 1 000 dollars	negligible			
Colombia	5.965	0.037	0.62	Wheat flour	2.93	27 700
Cuba	3.452	under 1 000 dollars	negligible			
Dominican Republic	0.410	under 1 000 dollars	0.01			
Ecuador ¹	0.000	0.00	0.00			
El Salvador	2.626	0.002	0.08			

¹ Ecuador currently implements only bilateral operations, which are not covered by this report.



**ANNEX III: POST-DELIVERY LOSSES OF COMMODITIES, BY REGION AND RECIPIENT COUNTRY
(1 JANUARY–31 DECEMBER 2004)**

Recipient country	Estimated c.i.f. value of total commodity handled (US\$ million)	Estimated net c.i.f. value of commodity loss (US\$ million)	Loss as percent of total value handled	Losses of commodities equal to or greater than 2 percent of value of quantity handled in individual projects (only losses over US\$20,000)		
				Commodity	Percent	Value (US\$)
Guatemala	5.566	0.011	0.19			
Haiti	8.921	0.650	7.29	Vegetable oil	6.22	32 550
				Vegetable oil	4.84	29 300
				Beans	28.69	45 200
				Lentils	71.79	196 050
				Canned fish	24.30	275 500
				Vegetable oil	6.07	24 000
Honduras	6.156	0.002	0.03			
Nicaragua	8.896	under 1 000 dollars	0.01			
Peru	3.552	under 1 000 dollars	negligible			
Total: Latin America and Caribbean region	49.321	0.702	1.42			
TOTAL: ALL REGIONS	1 252.043	4.613	0.37			

ANNEX IV

REGIONAL EFFORTS TO MINIMIZE POST-DELIVERY LOSSES IN WFP

1. Each regional bureau produces an annual results-based work plan; its objectives include monitoring post-delivery losses. As part of WFP's decentralization initiative, regional logistics officers provide support to country offices on all logistics issues, including post-delivery losses. This contributes greatly to awareness of post-delivery loss containment.

Asia region

2. The Asia regional bureau carried out a number of initiatives to reduce food losses in its country offices. As in 2003, local purchases and local food processing were significant in 2004, ensuring timely receipt of commodities and reducing the need for prolonged storage in order to reduce losses. Split local purchase consignments further improved this situation, allowing country offices to receive limited quantities of commodities over specific periods; this was successfully accomplished in Bangladesh, India, Indonesia, Nepal and Sri Lanka.
3. Commodity pipeline management in each country office continued to be strengthened with: (i) the appointment of a pipeline focal point; (ii) monitoring of the pipeline through monthly needs and shortfalls reports, which provide information on stock availability and utilization; and (iii) the periodic resource call-forward plan. Training conducted in early 2004 enhanced each country office's ability to manage the downstream pipeline and ensure effective utilization of resources. Large consignment deliveries of CSB continue to be a problem since this commodity is sensitive to long storage; laboratory analysis shows that vitamin levels halve during long storage.
4. The arrival of a regional logistics advisor and a CQL Officer in mid-2004 enabled the Asia regional bureau to strengthen its food management and quality improvement. COMPAS 2.0 now operates in all 11 countries in Asia, enabling tracking of food up to beneficiaries. Distribution figures from implementing partners are now being captured by the system and losses occurring at all levels of the food supply chain are being entered into the system.

Middle East, Central Asia and Eastern Europe region

5. The Mediterranean, Middle East and Central Asia regional bureau undertook initiatives to address post-delivery losses. The continuing roll-out of warehouse management training in various country offices during 2004 and the provision of Arabic translations of WFP's warehouse manual will help reduce post-delivery losses caused by poor warehouse management. These manuals are now also available to WFP's counterparts throughout the region. Pest management and fumigation training was organized in Dubai in late 2004 for WFP and its partners. COMPAS 2.0 was also strengthened and extended to WFP's partners.

Latin America and Caribbean region

6. Each country office in the Latin America and Caribbean region continued its usual efforts to minimize post delivery losses in 2004. In a special initiative, the regional bureau negotiated a trial shipment of maize in bulk with the region's major donor; bagging was paid at the destination. Previously, maize had been shipped in bags and stuffed into containers. This mode of transport often caused the maize to become dangerously mouldy,



leading to high post-delivery losses. In the trial bulk delivery, the grain arrived in much better condition, with no losses except for minor spillage.

West Africa region

7. Country offices in West Africa made significant efforts to reduce post-delivery losses. In order to identify discrepancies in a timely manner, monthly food stock inventories are carried out and cross checked against COMPAS records. To reduce storage and handling losses, warehouse management training was conducted with implementing partners and government counterparts in Côte d'Ivoire, Mauritania, Niger and Sierra Leone. To ensure that commodities are free from contamination and insect infestation, warehouses are fumigated on a regular basis. The value of transport losses and warehouse thefts is deducted from invoices presented by transporters and security companies when losses are caused by their negligence. The "first-in, first-out" system is always applied when food commodities are dispatched from warehouses in order to minimize losses resulting from prolonged storage. Food monitors and logistics escorts accompany trucks to FDPs, and surprise visits to project sites help ensure better commodity control.

Southern Africa region

7. The southern Africa regional bureau carried out a number of initiatives aimed at reducing losses. A concerted effort to provide warehouse management training to partners at the country office level has had a positive impact on post-delivery losses. The regional bureau arranged a milling workshop attended by WFP logistics staff. Introduction of COMPAS 2.0 during 2004 was an opportunity to provide further training at the sub-office level and helped improve the quality of loss reporting in the region.

Eastern and Central Africa region

8. A number of initiatives were implemented in Eastern and Central Africa during 2004 to improve commodity handling and reduce losses. Care is taken to avoid the transport of different commodities in the same vehicle, especially vegetable oil, which can contaminate milled commodities. Performance monitoring of transporters was improved and losses were deducted from final invoices. Commodity management training was organized for government counterpart, non-government partner and WFP warehouse technicians; training on pest control/fumigation and milling/commodity management was conducted by the regional bureau. Some country offices translated WFP's updated commodity management manual into local languages and distributed it to cooperating partners. Country offices also promoted quick stock rotation, especially of maize meal and other regionally or locally milled commodities. The milling of cereals at the nearest place of consumption was promoted for better control over shelf life. There is regular in-country stock reconciliation between COMPAS and physical stock counts; quarterly standard project reports are issued for regular control and field monitoring missions by country office staff to sub-offices and partner warehouses are emphasized.



ACRONYMS USED IN THE DOCUMENT

ARGOS	Advanced Research and Global Observation Satellite
c.i.f.	cost, insurance and freight
COMPAS	Commodity Movement Processing and Analysis System
CQL	commodity quality control
CSB	corn-soya blend
DRC	Democratic Republic of the Congo
EMOP	emergency operation
FDP	final delivery point
FFW	food for work
HACCP	Hazard Analysis Critical Control Point
IFPRI	International Food Policy Research Institute
MINUSTAH	United Nations Stabilization Force in Haiti
NGO	non-governmental organization
OPP	oriented polypropylene
OSD	Inspector General and Oversight Services Division
OSDA	Office of Internal Audit
TPG	TNT Post Group
WINGS	WFP Information Network and Global System

