

برنامج
الأغذية
العالمي



Programme
Alimentaire
Mondial

World
Food
Programme

Programa
Mundial
de Alimentos

**Executive Board
Third Regular Session**

Rome, 21 - 24 October 1996

REPORT TO THE ECONOMIC AND SOCIAL COUNCIL (ECOSOC)

Agenda item 3



Distribution: GENERAL
WFP/EB.3/96/3/Add.1
18/08/00
ORIGINAL: ENGLISH

INFORMATION SUPPLEMENT

**Follow-up to ECOSOC resolution 1995/56:
Strengthening of the coordination of
emergency and humanitarian assistance of
the United Nations. Capacity Issues**

This document is produced in a limited number of copies. Delegates and observers are kindly requested to bring it to the meetings and to refrain from asking for additional copies.

WFP AND INTERNATIONAL LOGISTICS COORDINATION IN HUMANITARIAN ASSISTANCE OPERATIONS

INTRODUCTION

1. This document is provided as an information supplement to WFP's paper to its Executive Board addressing a variety of capacity-related issues. This portion specifically addresses and highlights those comparative advantages that WFP enjoys in the field of transportation and logistics, and examines methods by which these advantages can be shared with the entire United Nations system.
2. When appropriate, WFP's sharing of its logistic expertise with other agencies is well in line with earlier recommendations contained in numerous independent studies, including those in the Tri-partite evaluation of WFP conducted in 1994, the European Community's "Evaluation study on food aid transport costs and options" and a Nordic study carried out in 1990. The latter recommended "that the World Food Programme be formally designated the United Nations agency with primary responsibility for matters relating to logistics and transport for both food and non-food items, including assistance to countries in developing their own transportation arrangements."¹ A number of precedents exist. WFP was charged by the United Nations Department of Humanitarian Affairs (DHA) to be the logistics coordinator for all activities relating to the southern African drought (1992/93). A similar, but less formal ad hoc role of providing logistic support was also conferred to WFP in Afghanistan (1990), Angola (1993), Mozambique (1993) and Sudan (1991).

MAIN AREAS FOR THE SHARING OF WFP LOGISTIC EXPERTISE

3. There are two major areas of transport and logistics where WFP believes it has the most to contribute to inter-agency efforts and enhanced systemic efficiency. These are:
 - a) Providing transport and logistics services for both food and non-food items to other United Nations agencies, NGOs and bilateral donors in operations and situations where it is appropriate and cost-effective to do so.
 - b) Ensuring that the existing transport infrastructure is capable of supporting cost-effective and timely food delivery (and relief) operations, and managing improvement projects required to achieve this end.

¹ Governments of Canada, Netherlands and Norway; *Evaluation of The World Food Programme*, 1994, CHR. Michelsen Institute, Bergen, Norway, pages xiii and 71.



Provision of transport services and delivery of food and non-food items

4. In most complex relief operations, particularly after the initial period of response, in terms of volume, non-food items account for only a very small share of total deliverable goods. For example, in the Rwanda-Burundi regional operation, it is estimated that food made up more than 90 percent of all deliverables in the past year. However, under current operational modalities and divisions of responsibilities, most participating agencies maintain separate transport and logistics systems. While this may partially result from the way donors allocate resources among various agencies, the existence of these separate systems often generates competition between agencies for limited transport and infrastructure capacities. This situation leads to the development of overlapping and redundant management/support structures, and does not allow for an integrated approach to delivery planning.

Ensuring infrastructure support for relief operations

5. Critical to the timely and cost-effective delivery of food aid, WFP's infrastructure improvement projects also provide numerous collateral benefits (ports, roads, warehouses) to other agencies active during relief operations and subsequent development projects. Unfortunately, these undertakings often compete for financial support with more traditional development projects, without full consideration being given to the value they provide to both types of activities.
6. Simple recognition of the benefits from infrastructure improvement projects would:
 - a) allow United Nations agencies to pool resources at the initial phases of an operation to improve transportation efficiency beneficial to all;
 - b) reduce the "competition" between development and relief and for funding; and
 - c) integrate transportation improvement projects into development schemes, allowing for their long-term support and sustainment.
7. An essential component of any relief operation is the process of how that operation eventually makes a transition into the areas of rehabilitation and development. Due to its unique dual mandate, covering relief and development, WFP can expect to find itself involved in activities along all stages of this continuum and is thus ideally situated to address both immediate and long-term transportation infrastructure requirements.

COMPARATIVE ADVANTAGES

8. WFP is not a "sometimes" player in the international transport market. Indeed, the scale and nature of the Programme's transport activities ensure that it is integrated into both international and regional transportation markets. This level of integration, together with WFP's organizational structure and operational activities, affords it a unique combination of comparative advantages not found in other relief organizations.

Economies of scale

9. Shipping and transporting an average of nearly three million tons of cargo a year, the volume of transport business of WFP secures it a permanent and significant position in the international transport market.



10. WFP must maintain the ability, either directly or through contractual arrangements, to provide onward transport and storage of all commodities, whether shipped into a country or purchased locally. Therefore, WFP often becomes one of the largest regional transport operators, active in all areas of onward transport to include port operations, railroads, highways and in some cases air-chartering. For example, at its height, the WFP Transport Operation in Ethiopia (WTOE) comprised over 300 trucks and 1,100 employees. Currently, WFP-owned or contracted fleets are delivering between 40,000 and 50,000 tons a month to support the Rwanda regional emergency. Likewise, the Programme undertakes extensive air operations with an average of 16 full-time aircraft and four to six temporary contract aircraft that fly over 50,000 passenger trips a year. At their height in 1994, airlift operations transported well over 100,000 tons of cargo; they represent a yearly expenditure of approximately 40 million dollars.¹
11. In addition to providing obvious economies of scale, the sheer size of WFP's operations has generated within the Programme two very valuable attributes: a competitive approach to all transport activities, and the ability to link international and regional transport markets to form integrated, complete delivery chains.
12. The international and regional transport markets in which WFP operates are highly specialized, with private companies constantly making efforts to improve efficiency and enhance competitiveness. To perform in such markets, WFP has no choice but to emulate the characteristics of successful commercial firms.
13. The ability to integrate international and regional transport markets allows WFP a greater span of control over all aspects of food transport and increases the number of options available to meet requirements. In the case of the southern Africa drought, WFP was able to make full use of the region's port and rail facilities to link international food deliveries to local transport capacity. By having "visibility" in a number of different markets simultaneously, WFP is able to identify excess transport capacity, and to shift that capacity to areas in need. This can be most significant during the initial stages of a major emergency, when demands may overwhelm local resources and rapid response is required.

Ocean transport

14. As a "major-league" player in the international shipping arena, WFP is exposed daily to the challenges of changing market forces. In order to meet these challenges, and to capitalize on its economies of scale, WFP's Ocean Transport Services (OTS) has, over time, developed a number of characteristics unique in United Nations organizations. They are as follows:
 - a) The ability to interact and compete with private-sector firms. The daily transactions within the international shipping market, the volume of cargo transported and the total number of contracts concluded provide the Programme with a commercial performance yardstick. This gives WFP immediate feedback on the competitiveness of its activities, and encourages continual cost-saving efforts, quick response times and broad market flexibility.
 - b) The establishment of a large group of selected brokers, with ship and port agents spread throughout the world. This network provides the Programme with constant information on market factors and allows for rapid adjustments to ongoing operations or expansion of capabilities.

¹ All monetary values are expressed in United States dollars.



- c) A high level of flexibility which is part of all charters and contracts, to allow for the diversion of foodstuffs to meet immediate emergency needs. Considering that at any one time WFP has, on average, around 30 to 40 vessels with over 200,000 tons of food all under the contractual cover of its own internationally recognized, "WORLDFOOD" charter-party form approved by the Baltic International Maritime Conference (BIMCO), the Programme has a de facto large, floating food stockpile ready for worldwide delivery on a very short notice.
- d) Control which WFP exercises through direct interaction with all owners and operators. Avoiding intermediaries wherever possible, and the monitoring and care of cargo from call-forward to actual delivery give WFP a unique "hands-on" management of the entire transport delivery pipeline.
- e) Staff profile consisting of shipping and logistics personnel drawn from the commercial sector, with professional backgrounds in charter negotiations, liner bookings, port operations, cargo handling and warehouse management.
15. Clear evidence of the Programme's ability to use these characteristics to achieve significant cost savings is reflected in the ongoing free on board (FOB) versus cost and freight (c&f) analysis. When commodities are purchased by the Programme's purchasing division, commodity suppliers are always asked to give two quotations. The first is an FOB price where the commodity is provided to WFP by the supplier at a port of shipment, with WFP responsible for onward transport expenses. The second quotation, the c&f price, has the seller arranging and paying for the transport expenses to the port of destination. In more than 75 percent of these purchases, the Ocean Transport Service was able to provide freight rates which are less than the difference between the seller's c&f and FOB rates, resulting in substantial net savings to the organization. This is particularly impressive when it is considered that many of the Programme's suppliers are among the world's leading grain houses with well established positions in the transportation market.

Summary of cost savings achieved through WFP purchasing FOB, rather than on a c&f basis

Year	Tonnage (purchased)	Savings (dollars)
1992	318 237	1 476 581
1993	292 439	2 648 884
1994	391 350	3 101 188
1995	172 828	1 717 429

16. Apart from demonstrating a significant level of savings, these statistics provide the single most relevant comparison for, and efficiency yardstick of, WFP's transport function. Indeed, as they compare exactly the same parcel (commodity type, size, load port, discharge port, laydays etc.), they are in fact the **only** visible and meaningful measure of analysis. At its last session, the Executive Board requested that a comparative analysis be made of the respective freight rates achieved by the various agencies. A definitive judgement on comparative advantages requires a comprehensive process of bench-marking or comparing costs and procedures between United Nations agencies and, where relevant, the commercial sector and non-governmental organizations (NGOs). Such a review is



outside the capacity of WFP, in terms of staff time, access to proprietary financial and operational information, and technical expertise.

17. On the other hand, the FOB and c&f table above reflects a valid, “like for like” yardstick for comparing WFP freight competitiveness with similar outside commercial entities. A complete list of WFP purchases shipped over the last four years, as reflected in the summary, is attached in the annex.

Cost savings

18. In order to closely monitor and improve its competitiveness, the Ocean Transport Service established the Planning, Consolidation and Control Unit specifically to achieve greater cost-effectiveness in obtaining ocean transport rates. In the 1994-95 biennium, forward planning and consolidation efforts resulted in an estimated overall freight savings of 7.9 million dollars.

Landside transport

19. Together with its continuous and concentrated participation in ocean transport activities, the Programme is also totally involved in the “business” of landside transport. Owing to the unrelenting need to maintain the timeliness of deliveries while ensuring that delivery costs are kept at a minimum, WFP must continually appraise the regional and local transport sector, looking for opportunities to extract reliable service and low cost. As in its shipping business, WFP appoints individuals drawn from international commercial enterprises also among its logistics officers.
20. Some examples of the way in which WFP seeks to keep on top of the landside transport market are:
 - a) maintaining a listing of pre-qualified contractors, continually reassessed and updated to ensure competitiveness, which may be drawn upon at immediate notice;
 - b) adhering strictly to competitive bidding procedures and maximum use of the private sector to ensure the lowest possible transportation rates;
 - c) maintaining registers of hauliers who are prepared to operate in distant regions where the need to augment haulage capacity has been demonstrated (see below);
 - d) holding quarterly meetings of the Committee on Commodities, Insurance and Transportation (CCTI), to review large transport contracts and activities;
 - e) constantly evaluating the performance of transporters and forwarding agents in terms of conformity to specified delivery terms and cost;
 - f) establishing close contacts with government representatives in both recipient and transit countries to ensure the Programme is not levied duties or taxed, and, in special circumstances, to obtain waivers on certain operational regulations which might impede its ability to meet delivery targets; and
 - g) providing key inputs such as fuel, when required, to support commercial operations under difficult circumstances.
21. Through its extensive knowledge of local commercial transport markets, WFP is well positioned to understand what is logistically possible within a given region and what inputs would be required to support larger humanitarian, or even peace-keeping, operations.



22. Only when deemed absolutely necessary, by reason of clearly insufficient haulage capacity or where prices would be driven up to unacceptable levels, does the Programme entertain the possibility of introducing imported capacities. The preferred WFP policy is one of actively encouraging the participation of indigenous enterprises through innovative contracting approaches.

Other transport activities

23. Although transport by land vehicles is the most common inland delivery method, the Programme is actively involved in other areas, particularly when they offer operational advantages or demonstrated cost savings.
24. Whenever possible, WFP makes use of existing railroad or inland waterway systems to meet delivery requirements. Railroads have been used extensively in the countries of the Former Soviet Union and southern Africa, and in Tanzania, providing extensive capacity at very low rates. The use of barges in southern Sudan represents a very capable and cost-effective alternative to air transport. Barge rates are on average 153 dollars a ton lower than the composite costs of other delivery methods. In 1995 this represented a total savings of 841,500 dollars. Unfortunately, security conditions prevented a greater use of barges and reduced the overall savings from this activity. Nonetheless, WFP is prepared to expand its use of this inexpensive and effective delivery method as soon as local conditions permit. Barges have also been used to deliver commodities from Central Europe to Serbia to support operations in the Former Yugoslavia.
25. Air transport is used when other less costly means are unavailable - for instance, in active war zones or into areas closed to other methods for either security or political reasons. In some cases, air transport has been used to augment throughput capacity on a short-term basis. WFP's policy is to monitor continually the need for air operations and to terminate the service at the earliest possible moment. WFP approaches air operations in much the same manner as other transport activities, using the commercial markets to obtain low-cost yet reliable air transport services. Currently, WFP is engaged in two major air operations, one in Angola and the other out of Kenya into southern Sudan. Additionally, WFP maintains the ability to charter aircraft on short notice through its contacts in the private market. Again, WFP has a constant presence in this market, giving it the ability to react quickly to meet immediate requirements. In addition to commercial aircraft, the Programme has a long history of collaboration with an assortment of Air Forces in the use of military aircraft to deliver humanitarian relief food. WFP collaborates actively with the Military and Civil Defence Unit (MCDU) of DHA in Geneva.

Infrastructure improvement projects

26. The need to make use of non-customary means of transport introduces another area of activity in which the Programme has had demonstrable success. Experience shows that complex emergencies are often accompanied by massive deterioration in the condition and availability of transport infrastructure. This has been evident at port facilities in West Africa and the Horn of Africa, and in road and rail infrastructure in East Africa, the Great Lakes region and in the Caucasus.
27. Over the past several years, WFP has developed a capability in identifying critical infrastructure deficiencies, planning appropriate interventions and implementing solutions. These interventions directly relate to the movement of relief supplies and are a natural extension of WFP's existing mandate. When these interventions are undertaken, the Programme's approach has been to seek solutions which:



- a) Are required to enhance throughput capacities to guarantee timely delivery of the required volume of commodities.
 - b) Can be paid for by savings generated through lower transport expenses as compared to what those expenses would be without the improvement project.
 - c) Can be implemented quickly.
 - d) Yield immediate benefits in terms of augmenting capacity and/or reducing delivery costs.
 - e) Are low in cost in relation to the anticipated benefits.
 - f) Contribute to the process of rehabilitation and development.
 - g) Are flexible in approach, allowing for various sources of support from both the public and private sectors to be combined to form innovative, productive partnerships.
 - h) Do not conflict with more permanent solutions being planned or undertaken by governments through traditional agencies such as the World Bank, regional development banks or bilateral agencies.
 - i) Provide the necessary linkage to the follow-on activities of these traditional agencies once they reappear on the scene.
 - j) Generate complementary benefits for activities of other agencies, local governments and/or private individuals.
28. As part of the implementation of these projects, or as a stand alone activity, WFP has the ability to provide logistical advisory services to coordinate the optimal utilization of available (and planned) infrastructures. This has taken place in southern Africa (1992-94), the Caucasus (1993-96) and the Former Yugoslavia (1995-present).
29. Specific examples of recent or ongoing infrastructure interventions include:
- a) Major improvements to the Rwanda/Burundi Regional Emergency to address transport infrastructure and delivery system needs involving: rehabilitation of the ports of Uvira, Goma and Bukavu; road rehabilitation projects in Tanzania and along the Uvira/Bukavu escarpment; road maintenance in Uganda; support to the Tanzania Railways Corporation and enhancements to the regional logistics base at Kampala. (see paragraphs 52 to 54)
 - b) Barge and road improvements in southern Sudan to reduce the need for expensive air operations.
 - c) Upgrading of airstrip at Lokichoggio in northern Kenya. As the most expensive method for delivering food, air transport is a means of last resort and must be undertaken in as cost-effective a manner as possible. In 1994 WFP undertook a 525,000-dollar improvement project to extend and pave the runway of the Lokichoggio airfield, to support operations into southern Sudan. These improvements now allow for the use of larger aircraft, reducing at the same time the heavy maintenance costs needed to correct the damage done by corrosive dust and rocks. Consequently, the cost per metric ton of airdrop has decreased from 800 to 629 dollars, resulting in average annual savings of two million dollars, depending on the amount dropped.
 - d) Development of a West African logistics support base for operations in Sierra Leone, Liberia, Côte d'Ivoire and Guinea. This project will increase throughput capacities by providing critical cargo and stevedoring equipment to ports in the region, and



establishing a small coastal delivery capacity as well as a truck fleet for inland deliveries.

The development programme

30. Despite the high visibility of the Programme's emergency response, its development activities might be regarded as its operational spine. In 1995 development projects were undertaken in over 80 countries worldwide, with more than 800,000 tons of food delivered. These development activities represent a very significant advantage in that they provide WFP a robust and resilient transport and logistics system which is already in place and able to meet the needs of other agencies or to adjust to the demands of relief operations. Specifically, WFP's development activities:

- a) provide the Programme a thorough international coverage, requiring continued familiarity with ocean routes, shipping lines, port agents and port facilities;
- b) contribute to the volume of food afloat, and hence available for instant diversion, with donor consent, should the need arise;
- c) establish a network of worldwide stocks, which, again as the needs dictate, could be available to borrow for immediate emergency needs; and
- d) create, and maintain a close and continuous relationship between officers of the Programme and various entities, including government officials, NGOs and transport operators - invaluable at the onset of a new emergency.

Cumulative cost savings

31. WFP's activities in the area of transport and logistics have expanded tremendously over the past 10 years. As part of this expansion, the Programme has invested additional fiscal and personnel resources commensurate with the growing management requirements and scope for financial savings. The return on this investment has been significant. In the biennium 1994-95, WFP achieved audited cost savings of 45.4 million dollars resulting from specific transport and logistics interventions. This was measured against an overall expenditure of 775 million dollars. Contributions from several operations resulted in cost savings through: improving the planning and programming of shipments, implementing changes in traffic routing and consolidation of shipments; effecting better handling and storage arrangements; broadening the competitive base, negotiating better rates; and carrying out more thorough and comprehensive logistics assessments and cost reviews of entire operations to eliminate unnecessary budget allotments.

ADVANTAGES APPLIED: WFP ACTIVITIES IN COMPLEX EMERGENCIES

32. During the past 10 years, the basic nature of food aid has been transformed by an increase in the number of so-called complex emergencies. Such emergencies are man-made and are characterized by, *inter alia*: a) civil strife which typically leads to massive population displacement; b) the destruction of key infrastructure; and c) the frequent total collapse of government structures. For humanitarian relief agencies, complex emergencies are different from natural ones in that operations take place under more dangerous conditions and in environments of political instability. There is also often a lack of functional infrastructure, which necessitates much broader interventions than merely delivering relief supplies.



Transport and logistics activities in complex emergencies

33. The first priority of WFP in complex emergencies is to meet the immediate survival needs required to keep the victims of the crises alive. Once this task has been accomplished, the next priority is to prevent people from slipping back into a state of hunger. The final WFP role is to assist in the transition from relief to development through investments in local infrastructure and the food production base.
34. In order to meet immediate food needs, WFP is able to draw upon a number of food stocks including: WFP contingency food stocks from the DHA-managed warehouse in Pisa, Italy, to borrow from country or regional stocks, and/or divert food from other operations. Due to its physical presence in over 80 countries, this latter ability represents a *de facto* worldwide contingency stock, unmatched by any other relief organization. Large transportation and storage hubs like that found in Isaka, Tanzania are able to rapidly shift these commodities to meet regional needs. With over 200,000 tons of food on the high seas at any given time, WFP also maintains what is, in effect, a floating food reserve, able to be rerouted on a very short notice.
35. As described above, WFP's extensive logistics assets and broad market coverage are a significant resource for meeting delivery needs in times of crisis. This combination of on-hand assets and extensive commercial contacts is unmatched by other United Nations agencies or international NGOs. Infrastructure improvement projects are often undertaken immediately in order to increase throughput and establish less expensive means of delivery.
36. The Programme's transportation activities often represent significant contributions to rehabilitation efforts. Well over 60 percent of all overland transportation expenses are paid to local contractors and suppliers, stimulating the indigenous economies and providing valuable employment, particularly at times when normal commercial transport demand has been disrupted. When the Programme rebuilds a road, that same road also carries non-food items, building materials, medicines and local commerce. Locally procured transport services and infrastructure investments are part of the reason why WFP is the largest purchaser of goods and services from the developing countries within the United Nations family of organizations.

Emergency response: The Rwanda example¹

37. Events during the complex emergency in Rwanda illustrate the role of WFP in emergencies and that of the significant logistics resources that it can bring to bear during times of crisis.
38. Following the fall of Kigali and the change of government in Rwanda, a massive exodus of refugees into Zaire took place in July 1994. Reacting to the demands of the over 1.2 million new beneficiaries, WFP undertook a number of prompt actions. Within 48 hours of the first arrivals in Goma, Zaire, WFP made use of its aircraft charter arrangements to begin an airlift from Mombasa, Entebbe and Nairobi. Within days, this airlift was expanded with food and aircraft from WFP operations in Angola. One week from the start of the influx, WFP had established a land transport pipeline from its warehouses in Kampala. This rapid opening of overland deliveries allowed WFP to suspend its food airlift and made critical aircraft landing space available for other agencies to deliver vital items such as water purification apparatus and health supplies.

¹ WFP, *Rwanda/Burundi Regional Emergency*, May, 1996.



39. In August 1994, WFP redeployed key staff and resources to create the Transport and Coordination Unit (TCU). Established in Kigali, this unit was made responsible for managing all regional transportation assets. These assets included two large truck fleets (50 trucks each) brought in from Jordan and Zimbabwe as well as the re-engagement of 74 trucks previously turned over to the governments of Ethiopia and Eritrea.¹ Soon thereafter, WFP began efforts to establish multiple overland routes into the area. This included several road and port rehabilitation projects.
40. When the Rwanda relief operation began, the average internal cost per ton of food delivered was over 235 dollars. Currently, this rate is 195 dollars. This reduction was brought about through:
- a) infrastructure improvements;
 - b) opening of additional overland routes;
 - c) negotiations of improved transit rates;
 - d) creation of dedicated relief truck fleets;
 - e) widening of the competitive base by using a regional transport market; and
 - f) improved transport management through the activities of the TCU.

With monthly tonnages averaging 45,000, these activities save the Programme, and by extension the donors, 1.8 million dollars a month, or 21.6 million dollars a year.

41. Currently, WFP provides food assistance within the entire region to 2.4 million people with an average monthly requirement of 40,756 tons. Concurrently, the Programme has made a transition to targeted feeding methods, and established a sophisticated commodity tracking and communications system; in addition, it is engaged in nine special logistics operations.

The Role of infrastructure improvements in complex emergencies

42. As mentioned above, infrastructure improvement projects are often a critical component of WFP's response to complex emergencies. The large tonnage needs generated by emergency operations often overwhelm existing transportation systems. To meet the demands of delivering food, WFP must have the ability to address infrastructure requirements and manage basic rehabilitation projects.
43. For example, events in the Caucasus during 1993 and 1994 presented the prospect of transporting over one million tons of food aid to the region. The international donor community turned to WFP to assist in resolving the logistics impediments in the region, particularly in the case of land-locked Armenia. WFP realized that increasing the capacity of the existing port and rail network inside Georgia - at the time Armenia's only viable outlet to the sea - represented the most cost-effective means of meeting the volume requirements. A six-million-dollar port project and a 9.5-million-dollar rail rehabilitation project were subsequently undertaken. With these funds, power units were installed, communications systems established, bridges built and diesel locomotives provided. A special unit, the Caucasus Logistics Advisory Unit (CLAU), was formed to manage these projects and to coordinate all logistic activities throughout the area. Had these infrastructure improvement projects not occurred, existing capacities would have been quickly overwhelmed, forcing food to be delivered by either truck, at a cost of 150 dollars a

¹ WFP, *Transport and Logistics in 1994*, 1994, page 2.



ton, or by air at a cost of 1,000 dollars a ton. These significantly higher transport costs would have reduced the funds available to purchase food and in turn lowered the amount of assistance provided to beneficiaries. WFP's interventions in this case amounted to less than 10 dollars a ton over the normal rail tariff of 30 to 40 dollars a ton. With these funds, WFP was able to meet all emergency transport requirements, and save money in comparison to more expensive and less dependable options. Furthermore, a functioning transport system - able to provide services to other organizations, including the private sector - was left in place. The system also enabled organizations such as the World Bank and the EU to take over from WFP, asserting their traditional roles as providers of technical and development support.

Collaboration with other agencies

44. WFP maintains a large network of formal and informal agreements for the provision of key staff and equipment. Within the United Nations system, this includes the use of the Pisa warehouse (shared with DHA), and access to equipment stored in the Department of Peace-Keeping Operations' (DPKO) logistics base at Brindisi. The latter arrangement has been used to support WFP emergency operations in West Africa. Building on this contact, DPKO's Field Administration and Logistics Division tapped WFP's expertise in chartering vessels for the resupply of United Nations operations in Monrovia, and for providing a floating standby base and operations centre. The agencies split the costs of this activity, thus saving time and money for both. Outside of the United Nations system, WFP also has formal agreements with many of the major NGOs for the provision of staff, equipment and service packages, as well as similar ad hoc arrangements with other organizations.
45. The service package concept is another initiative within the system-wide realignment process. Following events in Goma, it was recognized that there could be situations in which large interventions involving skilled staff and sophisticated equipment would be required to meet specific requirements. WFP has identified eight logistics-based service packages which may be required in an emergency. Working in conjunction with UNHCR, DHA and UNICEF, these packages are being incorporated into a United Nations "standard" set of packages which possible donors could provide to any of the United Nations agencies. Such collaborative efforts also offer an option to expand the number of countries which act as donors to an emergency by allowing in-kind contributions of equipment and services by countries which are normally unable to provide either food or cash.
46. The security dimension of a complex emergency often requires United Nations humanitarian relief agencies to work in close cooperation with military or civil defence assets which have also been deployed to the area. To enhance this cooperation, WFP has encouraged, through the IASC, the creation within DHA of the Military and Civil Defence Unit (MCDU). This unit will address issues such as the legal aspects of interaction with militaries in a complex emergency, the management of military or civil defence service packages, and participation in joint training exercises.
47. Perhaps the most essential element of the recent focus on preparedness is the ongoing efforts in the area of contingency planning. Contingency planning activities in Rwanda and the former Yugoslavia have proved to be extremely valuable in terms of anticipating needs, improving coordination and meeting requirements as they emerge. WFP has developed its own internal contingency planning procedures and is energetically pushing a United Nations-wide approach to planning which includes UNHCR, UNICEF and DHA.



48. To ensure its role as an active participant in this change process, as well as to manage the various preparedness activities, the Programme has established a number of internal functional units and coordination mechanisms. Within the Transport and Logistics Division, the unit most involved in these activities is the Augmented Logistics Intervention Team for Emergencies (ALITE).
49. All of these realignment initiatives are in many ways a reflection of the need for the relief community to specialize in organizational areas of expertise and to eliminate wasteful inefficiencies. Accordingly, WFP expects this very beneficial process of specialization to continue and generate benefits for all actors within the system.

COMPARATIVE ADVANTAGES SHARED: THE FUTURE ROLE OF WFP

Assumptions

50. In prescribing a modified role for WFP, which implies a different role for its partners, some basic assumptions must be made:
- a) a need will remain for an international response to complex emergencies of the nature experienced during the past several years;
 - b) the location, extent and duration of these emergencies cannot be predicted with any accuracy;
 - c) the resources available to support emergency responses will continue to be limited; and
 - d) it is in the interest of the agencies, the donors and the beneficiaries to have a clear framework for inter-agency cooperation which optimizes the resources that are made available.
51. Based on these assumptions, there are two major areas in which it is felt that WFP's demonstrated transport and logistics advantages can be shared to the benefit of the entire international relief community: the provision of transport services and ensuring the functioning of logistical infrastructures.

Provision of transport services

52. WFP can provide transport services to United Nations agencies, NGOs, and to other international organizations, should they so request. These services would be provided on a cost-recovery basis and would include both food and non-food relief items. Their provision could easily be expanded to include delivery beyond the extended delivery points (EDPs).
53. Support for this undertaking could easily be accommodated within WFP's existing administrative, financial and operational procedures. WFP is already providing bilateral services on a cost-recovery basis and the new resourcing model readily supports such an expansion. Staffing requirements are anticipated to be minimal, and again easily met through existing procedures. Any additional expenses would be reflected in the total costs of the services provided and compared against projected savings.
54. The specific modalities of this activity need to be explored in greater detail, but would generally be based upon a few guiding principles. These are:



- a) Such activities should result in collective cost savings and/or increases in operational effectiveness.
- b) There should be no significant conflict with or disruptions of other WFP activities in the region.
- c) Equal support and consideration should be given to items from all agencies, and transport priorities assigned (if necessary) on the basis of jointly agreed operational requirements.

Ensuring infrastructure support to emergency operations

55. In order to be successful in its current mandate, WFP has no choice but to ensure that existing transportation infrastructures are able to accommodate high volumes of relief supplies. It is only natural that this ongoing activity be recognized and provisions made for a more systematic approach to the issue. Such recognition would allow agencies to pool their resources - often very limited during the initial phases of an emergency - to undertake mutually beneficial improvement projects. This consolidation of resources can be expected to decrease the time required to achieve increased transportation efficiency, resulting in greater savings over the course of the emergency. As WFP is present throughout the relief-to-development continuum, such recognition will ensure that there is no disruptive, possibly damaging, "gap" in the support for an improvement project. This would take place in cooperation with other development agencies and would be conducted in a systematic manner to explore ways in which the activities of each organization can complement each other. New and flexible funding arrangements should be explored.
56. Acquiring this role would pose few additional requirements upon WFP. Existing staff have exhibited their proficiency in undertakings of this kind; extensive lists are maintained of technical experts and stand-by arrangements exist with member countries, which can be called upon to address specific needs. Funding support for such projects could be shared by all affected agencies, or appealed for on a project-by-project basis.
57. WFP's role in this area would be based upon and/or include:
- a) a thorough analysis of existing logistical bottlenecks;
 - b) a design which achieves maximum results with fewest inputs;
 - c) use of the commercial sector to obtain market efficiency;
 - d) development of partnerships and burden sharing with local governments;
 - e) when appropriate, support of WFP food-for-work and/or development projects;
 - f) consideration for long-term development requirements;
 - g) compatibility, if not complementarity with, other activities being undertaken by such organizations such as UNDP and the World Bank;
 - h) avoidance of infrastructure repair or construction unless absolutely necessary; and
 - i) easy sustainability after termination of relief activities.

Limitations

58. Although WFP is able today to make immediate contributions in the area of transport and logistics, there are a number of issues which remain to be addressed in order to gain maximum benefit from the capabilities that WFP has to offer.



59. The most significant current limitation on sharing WFP's comparative advantages with other agencies concerns the issue of cost recovery for transport services provided. WFP needs to improve its ability to correctly offer price quotations on the basis of actual costs. Currently, the most common method for determining costs to charge other agencies is based upon budget projections and the need to stay within those figures. Additionally, there is not a clear method for determining any indirect expenses that would be incurred by WFP in this activity.
60. In terms of infrastructure improvement projects, there is currently a planning "gap" between the time it takes to implement such a project under emergency conditions and the implementation of a follow-on development project (either by WFP or another agency such as the World Bank). Consequently, there is a risk that any improvements made during an emergency operation will fall into a lower state of efficiency during the initial start-up phases of subsequent development programmes. Strong planning and coordination links need to be established, together with new procedures to address the transitions occurring along the relief-to-development continuum.

THE FUTURE

61. It is felt that United Nations relief agencies should jointly develop multi-agency operational agreements which clearly describe the relative responsibilities of each. These agreements shall take into consideration the existing mandate of the agencies and the demonstrated strengths of each, building upon those strengths to reduce systemwide redundancies and increase operational and cost-effectiveness.
62. WFP is in a unique position to contribute to transport and logistics activities within the framework of international emergency relief response. Furthermore, the Programme wishes to confirm its interest in working with other United Nations and international agencies to take on additional responsibilities, when realistic and justified, within its sphere of proven capability. The additional responsibilities could be assumed in a gradual process, building on past and current successes, and be cautious in nature and pragmatic in application.



ANNEX















WFP FOB/C&F DIFFERENTIAL - 1992
(in dollars)

<i>Vessel</i>	<i>Commodity</i>	<i>Quantity (tons)</i>	<i>1st loading port</i>	<i>1st discharging port</i>	<i>WFP freight</i>	<i>C&f offer</i>	<i>Total WFP</i>	<i>Total c&f offer</i>	<i>Difference</i>
JANUARY-DECEMBER									
Amitie	Wheat	19 000	Argentina	Bangladesh	29.00	33.00	551 000.00	627 000.00	76 000.00
Rich Way	Wheat	35 800	Argentina	Bangladesh	30.25	33.00	1 082 96	1 181 400	98 450.00
Hyundai 20	Wheat	31 000	Argentina	Bangladesh	30.25	33.00	937 750.00	1 023 000	85 250.00
Pavlina	Rice	12 879	Vietnam	West Africa	34.50	38.00	444 325.50	489 402.00	45 076.50
Atlas	Wheat	12 500	Saudi Arabia	Ethiopia	13.75	31.13	171 875.00	389 125.00	217 250.00
Ronald	Wheat	7 020	Saudi Arabia	Bangladesh	21.00	31.13	147 420.00	218 532.60	71 112.60
Happy Valley	Rice	5 100	Thailand	West Africa	49.00	121.00	249 900.00	617 100.00	367 200.00
Arktis Bay	Rice	2 086	Thailand	West Africa	125.00	121.00	260 750.00	252 406.00	(8 344.00)
Al Tafsir	Rice	18 000	Vietnam	Bangladesh	20.50	22.49	369 000.00	404 820.00	35 820.00
Neptune Iris	Rice	8 438	Myanmar	West Africa	53.00	42.76	447 214.00	360 808.88	(86 405.12)
Milos L	Wheat	10 000	Belgium	Somalia	39.00	45.63	390 000.00	456 300.00	66 300.00
Seavenus	Wheat	13 500	EEC	Bangladesh	30.00	35.00	405 000.00	472 500.00	67 500.00
Kiukiang Career	Wheat	39 250	EEC	Bangladesh	28.50	35.00	1 118 62	1 373 750	255 125.00
Iro	Wheat	17 250	EEC	Bangladesh	40.00	35.00	690 000.00	603 750.00	(86 250.00)
Duyen Hai	Rice	3 716	Vietnam	Philippines	19.00	55.00	70 604.00	204 380.00	133 776.00
Potsdam	Rice	8 740	Myanmar	West Africa	51.50	46.20	450 110.00	403 788.00	(46 322.00)
Mentor	Rice	14 058	Myanmar	West Africa	49.50	46.20	695 871.00	649 479.60	(46 391.40)
Seafighter	Maize	29 960	USA	South Africa	27.00	30.00	808 920.00	898 800.00	89 880.00
Sentosa	Wheat	25 640	USA	Sudan/Ethiopia	38.00	42.85	974 320.00	1 098 674	124 354.00
Lima	Nuts	4 300	Holland	South Africa	51.00	55.00	219 300.00	236 500.00	17 200.00
TOTAL		318 237					10 484 9	11 961 516	1 476 58

WFP FOB/C&F DIFFERENTIAL - 1993
(in dollars)

<i>Vessel</i>	<i>Commodity</i>	<i>Quantity (tons)</i>	<i>1st loading port</i>	<i>1st discharging port</i>	<i>WFP freight</i>	<i>C&f offer</i>	<i>Total WFP</i>	<i>Total c&f offer</i>	<i>Difference</i>
JANUARY-DECEMBER									
Al Aliyu	Maize	3 069	US Gulf	South Africa	44.00	52.65	135 036.00	161 582.85	26 546.85
Lia P	Wheat flour	6 000	Rouen	Aqaba	50.00	90.00	300 000.00	540 000.00	240 000.00
Omis	Wheat	8 000	Yenbo	Mersin	18.25	20.46	146 000.00	163 680.00	17 680.00
Chantal	Wheat	18 104	Yenbo	Ethiopia	19.75	21.91	357 554.00	396 658.64	39 104.64
Lia P	Wheat	8 000	Yenbo	Mombasa	21.50	21.91	172 000.00	175 280.00	3 280.00
Trade Ambassador	Wheat	32 589	Argentina	China	41.25	49.54	1 344 29	1 614 459	270 162.81
Sun Joy	Rice	4 000	Yangoon	Calcutta	28.00	32.25	112 000.00	129 000.00	17 000.00
Vinland Saga	Rice	2 270	Yangoon	Calcutta	36.00	32.25	81 720.00	73 207.50	(8 512.50)
Kuldiga	Rice	5 900	Yangoon	Calcutta	25.42	32.25	149 978.00	190 275.00	40 297.00
Zulfikar	Rice	12 700	Bangkok	West Africa	37.00	47.26	469 900.00	600 202.00	130 302.00
Kingsfisher	Rice	16 339	Hochiminh	West Africa	39.00	47.26	637 221.00	772 181.14	134 960.14
Celine Metz	Rice	7 370	Hochiminh	Angola	40.75	49.50	300 327.50	364 815.00	64 487.50
Chios Harmony	Wheat flour	22 236	US Gulf	Bourgas	35.50	52.42	789 378.00	1 165 611	376 233.12
Angeliki D	Wheat flour	9 668	US Gulf	Mombasa	41.00	73.46	396 388.00	710 211.28	313 823.28
Sayany	Wheat	38 600	Stockton	Pakistan	24.55	28.66	947 630.00	1 106 276	158 646.00
Nadelhorn	Wheat	20 124	Stockton	Sudan/Ethiopia	39.50	54.50	794 898.00	1 096 758	301 860.00
Tug/Barges	Rice	9 590	Vietnam	Cambodia	13.00	13.35	124 670.00	128 026.50	3 356.50
Ilion	Maize	13 240	US Gulf	West Africa	29.00	39.10	383 960.00	517 684.00	133 724.00
Angeliki D	Maize	10 796	US Gulf	East Africa	41.00	47.60	442 636.00	513 889.60	71 253.60
Amadeus	Wheat	28 411	Denmark	China	35.00	38.00	994 385.00	1 079 618	85 233.00
Euroliberty	Wheat	11 373	France	Ethiopia	39.75	51.00	452 076.75	580 023.00	127 946.25
Silver Kris	Rice	4 060	Yangoon	Colombo	24.50	49.50	99 470.00	200 970.00	101 500.00
TOTAL		292 439					9 631 52	12 280 408	2 648 884

WFP FOB/C&F DIFFERENTIAL - 1994
(in dollars)

Vessel	Charter party date	Commodity	Quantity (tons)	1st loading port	1st discharging port	WFP freight	C&f offer	Total WFP	Total c&f offer	Difference	
JANUARY-MARCH											
001	Gemstar I	5.1.94	Rice	12 037	Yangon	Tema	33.25	71.90	400 230.25	865 460.30	465 230.05
002	Arktis Lake	13.1.94	Rice	1 560	Yangon	Manila	55.00	53.50	85 800.00	83 460.00	(2 340.00)
Subtotal			13 597					486 030.25	948 920.30	462 890.05	
APRIL-JUNE											
050	Zuljenah	5.4.94	Maize	5 600	East London	Luanda	28.00	39.55	156 800.00	221 480.00	64 680.00
065	Freedom K	22.4.94	Wheatflour	15 820	Antwerp	Bourgas	27.05	37.50	427 931.00	593 250.00	165 319.00
074	You Bang	13.5.94	Wheat	30 000	Tekirdag	Huangpu	27.00	30.00	810 000.00	900 000.00	90 000.00
079	Silver Hua	20.5.94	Rice	3 938	Hochiminh	Manila	22.00	30.50	86 636.00	120 109.00	33 473.00
081	Senya	20.5.94	Wheat	6 400	Dunkirk	Nouakchott	27.00	65.67	172 800.00	420 288.00	247 488.00
084	Delta Star	2.6.94	Wheat	25 000	Tekirdag	Chittagong	28.00	30.00	700 000.00	750 000.00	50 000.00
088	Aventure voy. 2	3.6.94	Maizemeal	3 200	Durban	Mombasa	22.00	40.00	70 400.00	128 000.00	57 600.00
094	Ektor	10.6.94	Maizemeal	4 000	Durban	Dar-es-Salaam	19.50	40.00	78 000.00	160 000.00	82 000.00
087	Taeping	14.6.94	Beans	13 648	Dalian	Mombasa	34.00	38.00	464 032.00	518 624.00	54 592.00
Subtotal			107 606					2 966 591	3 811 751	845 152.00	
JULY-SEPTEMBER											
103	Tatiana L	7.7.94	Maizemeal	4 000	Durban	Mombasa	21.00	40.00	84 000.00	160 000.00	76 000.00
111	Alka	21.7.94	Maizemeal	3 330	Durban	Mombasa	19.00	40.00	63 270.00	133 200.00	69 930.00
117	Acor voy. 6	29.7.94	Maizemeal	3 000	Durban	Mombasa	21.00	40.00	63 000.00	120 000.00	57 000.00
132	Dansus	8.8.94	Rice	930	Bangkok	Santo Domingo	149.50	206.00	139 035.00	191 580.00	52 545.00
134	Breiz Klipper	11.8.94	Maizemeal	4 50	Durban	Mombasa	27.00	40.00	121 500.00	180 000.00	58 500.00
140	Shalamar	18.8.94	Maizemeal	7 024	Durban	Mombasa	22.25	40.00	156 284.00	280 960.00	124 676.00
150	Ahmad Al Fateh	19.9.94	Beans	15 640	Dalian	Mombasa	28.00	41.98	437 920.00	656 567.20	218 647.20
154	Falcon	22.9.94	Maizemeal	9 805	Durban	Dar-es-Salaam	19.75	34.00	193 648.75	333 370.00	139 721.25
Continued											
155	Ektor	22.9.94	Maize	22 690	East London	Dar-es-	15.25	17.14	346 022.50	388 906.60	42 884.10

WFP FOB/C&F DIFFERENTIAL - 1994
(in dollars)

Vessel	Charter party date	Commodity	Quantity (tons)	1st loading port	1st discharging port	WFP freight	C&f offer	Total WFP	Total c&f offer	Difference
160	Romina	Maize	14 200	East London	Salaam Lobito	22.25	26.94	315 950.00	382 548.00	66 598.00
163	Al Baky	Maize	8 189	East London	Dar-es-Salaam	15.00	17.14	122 835.00	140 359.46	17 524.46
163	Al Baky	Maizemeal	5 500	Durban	Dar-es-Salaam	20.00	34.00	110 000.00	187 000.00	77 000.00
165	Zulfikar	Maize	14 500	East London	Dar-es-Salaam	15.00	17.14	217 500.00	248 530.00	31 030.00
Subtotal			113 308					2 370 961	3 403 021	1 032 059
OCTOBER-DECEMBER										
167	Emerald Island	Rice	12 000	Bangkok	West Africa	38.00	38.50	456 000.00	462 000.00	6 000.00
172	Vera	Wheat	9 500	Dunkirk	E. Africa	46.00	47.05	437 000.00	446 975.00	9 975.00
173	You Mei	Wheat	36 850	Vancouver	Port Qasim	27.00	32.31	994 950.00	1 190 621	195 673.50
175	Legend	Wheat	36 500	Vancouver	Port Qasim	27.00	32.31	985 500.00	1 179 311	193 815.00
178	Valeriy Mezhlausk	Rice	9 369	Bangkok	West Africa	38.00	38.50	356 022.00	360 706.50	4 684.50
184	Mata K	Wheat	21 000	Sacramento	East Africa	44.50	53.30	934 500.00	1 119 301	184 800.00
185	Omis	Maizemeal	7 000	Durban	Mombasa	22.00	34.00	154 000.00	238 000.00	84 000.00
186	Jose Maria	Wheat	5 000	La Pallice	Mindelo	31.00	35.31	155 000.00	176 550.00	21 550.00
195	As Salaam	Maize	5 905	Beira	Angola	35.00	40.45	206 675.00	238 857.25	32 182.25
198	Drnis	Maizemeal	3 915	Durban	West Africa	47.00	49.00	184 005.00	191 835.00	7 830.00
205	Soya	Maize	9 800	East London	Dar-es-Salaam	19.50	21.60	191 100.00	211 680.00	20 580.00
Subtotal			156 839					5 054 751	5 815 841	761 090.25
TOTAL			391 350					10 878 341	13 979 531	3 101 190

WFP FOB/C&F DIFFERENTIAL - 1995
(in dollars)

Vessel	Charter party date	Commodity	Quantity (tons)	1st loading port	1st discharging port	WFP freight	C&f offer	Total WFP	Total c&f offer	Difference
JANUARY-MARCH										
006	Med Transporter	Wheat flour	13 500	Lake Charles	Rijeka	40.25	77.16	543 375.00	1 041 660.00	498 285.00
017	Nicole	Wheat	12 800	US Gulf	Port Qasim	39.80	46.55	509 440.00	595 840.00	86 400.00
021	Shun Yi	Beans	6 411	Xingang	Mombasa	45.50	51.95	291 700.50	333 051.45	41 350.95
023	Al Mohammed	Maizemeal	8 599	Durban	Mombasa	21.50	22.00	184 878.50	189 178.00	4 299.50
030	Nadia J	Rice	1 020	Yangon	Toamasina	92.16	171.34	94 000.00	171 741.00	77 741.00
035	Arethusia	Wheat	10 310	Immingham	Hull	38.00	38.00	391 780.00	391 780.00	0.00
036	Lady of Lorne	Maizemeal	10 000	Durban	Dar-es-Salaam	21.00	22.00	210 000.00	220 000.00	10 000.00
040	Amilla	Wheat	19 800	Immingham	Assab	43.00	38.00	851 400.00	752 400.00	(99 000.00)
041	Alexandraki	Beans	5 980	Xingang	Mombasa	49.75	53.00	297 505.00	316 940.00	19 435.00
045	Lady Emily	Beans	3 150	Dalian	East Africa	54.00	55.00	170 100.00	173 250.00	3 150.00
	Subtotal		91 570					3 544 175.00	4 185 840.45	641 661.45
APRIL-JUNE										
048	Al Mohammed	Maizemeal	2 000	Durban	Mombasa	23.00	22.00	46 000.00	44 000.00	(2 000.00)
066	Kirby D	Maize	6 600	Reserve	Luanda	62.75	70.00	414 150.00	462 000.00	47 850.00
086	Lydia II	Wheat	2 650	Hamburg	Iskenderun	37.00	46.04	98 050.00	122 006.00	23 956.00
	Subtotal		11 250					558 200.00	628 006.00	69 806.00
JULY-SEPTEMBER										
113	Dodo	Wheat	4 100	Rijeka	Mindelo	25.00	35.50	102 500.00	145 550.00	43 050.00
117	United Trust	Peas	3 015	Koper	Batumi	26.00	39.86	78 390.00	120 177.90	41 787.90
121	Novocherkessk	Beans	4 223	Dar-es-S.	Luanda	53.00	80.00	223 819.00	337 840.00	114 021.00
124	Al Mohammed	Beans	994	Dar-es-S	Durban	53.00	43.00	52 682.00	42 742.00	(9 940.00)
	Subtotal		12 332					457 391.00	646 309.90	188 918.90

Continued

WFP FOB/C&F DIFFERENTIAL - 1995
(in dollars)

Vessel	Charter party date	Commodity	Quantity (tons)	1st loading port	1st discharging port	WFP freight	C&f offer	Total WFP	Total c&f offer	Difference	
OCTOBER-DECEMBER											
125	Mirsini	4.10.95	Wheat	25 900	Constantza	Djibouti	29.00	39.85	751 100.00	1 032 115.00	281 015.00
127	Novokuznetsk	11.10.95	Wheat	7 000	Antwerp	Ventspils	17.00	53.50	119 000.00	374 500.00	255 500.00
131	Litsa k	25.10.95	C.S.B.	1 200	Durban	Luanda	70.00	83.00	84 000.00	99 600.00	15 600.00
134	Michael R	31.10.95	Various	12 126	Mersin	Umm Qasr	45.50	58.35	551 733.00	707 552.10	155 819.10
144	Kutusovo	17.11.95	Rice	4 500	Bangkok	Kompongsom	19.00	20.00	85 500.00	90 000.00	4 500.00
149	Constantinos D	7.12.95	Maize	6 950	Durban	Lobito	30.50	45.12	211 975.00	313 584.00	101 609.00
	Subtotal			57 676					1 803 300.00	2 617 351.10	814 043.10
	TOTAL			172 828					6 363 070.00	8 077 507.40	1 714 429.40

WFP FOB/C&F DIFFERENTIAL - 1996
(in dollars)

Charter number	Vessel	Charter party date	Commodity	Quantity (tons)	1st loading port	1st discharging port	WFP Freight	C&f Offer	Total WFP	Total c&f offer	Difference
JANUARY-MARCH											
96-018	Enterprise 1	25.1.96	Beans	4 20t	Xingang	Maputo	73.90	86.05	310 7	361 t	51 091
96-030	Negotiator	28.2.96	Wheat	11 00t	Rouen	Djibouti	41.00	54.36	451 0	597 t	146 960
96-046	Pollux 1	27.3.96	Maize	19 98t	B. Aires	D-E-S	31.00	34.48	619 6	689 1	69 558
96-047	Kapitan Vakula	21.3.96	Wheat	11 55t	Blaye	Ventspils	25.00	25.06	288 9	289 t	693
96-049	Dai Hong Dan	25.3.96	Rice	6 50t	Bangkok	Nampo	20.00	24.50	130 0	159 t	29 250
LINER	Victoria Bay	11.1.96	Vegetable oil	795	Rotterdam	Djibouti	74.81	74.90	59 4	59 t	72
LINER	Contship Atlantic	11.1.96	Vegetable oil	1 57t	Rotterdam	Mersin	50.65	63.39	79 7	99 7	20 055
LINER	Ville De Libra	6.2.96	Sugar	215	Hamburg	Bandar Abbas	74.09	77.00	15 9	16 t	626
LINER	Hanjin Kaohsiung	6.2.96	Sugar	108	Hamburg	Colombo	45.21	48.50	4 8	5 t	355
LINER	Thomas Delmas	16.2.96	Vegetable oil	839	Singapore	Luanda	127.81	127.81	107 2	107 t	0
Subtotal				56 781					2 0	2 t	318 660
APRIL-JUNE											
96-069	Africa Star	3.5.96	Rice	4 03t	Bangkok	Colombo	25.00	33.30	100 7	134 1	33 449
96-079	Daphne	22.5.96	Beans	3 46t	Xingang	Angola	67.00	94.39	232 1	327 t	94 906
96-082	itchit Navee	24.5.96	Rice	10 43t	Bangkok	Colombo	31.00	54.03	323 3	563 t	240 249
96-084	Daphne	31.5.96	Vegetable oil	1 00t	Singapore	Lobito	133.95	121.00	133 9	121 t	(12 950)
96-088	Rolnik	4.6.96	Wheat	11 62t	Lubeck	Ceyhan	16.50	23.50	191 7	273 1	81 354
96-095	Port Said	20.6.96	Wheat	10 00t	Antwerp	Ventspils	13.00	41.49	130 0	414 t	284 900
LINER	Baltic Courier	2.5.96	Sugar	57	Hamburg	Riga	32.89	48.60	1 8	2 7	895
LINER	Msc Jamie	31.5.96	Vegetable oil	331	Rotterdam	Poti	120.92	140.12	40 0	46 t	6 358
LINER	Baltic Amber	4.6.96	Vegetable oil	650	Rotterdam	Riga	32.74	50.00	21 2	32 t	11 220
LINER	Baltic Bridge	4.6.96	Sugar	160	Rotterdam	Riga	30.40	47.30	4 8	7 t	2 704
LINER	Straits Tbn	5.6.96	Vegetable oil	555	Singapore	Phnom Penh	55.95	40.00	31 0	22 t	(8 850)
LINER	Contship Atlantic	6.6.96	Sugar	120	Rotterdam	Bandar Abbas	76.50	90.00	9 1	10 t	1 620
LINER	Alba	10.6.96	Pasta	310	Bari	Bar	23.40	62.00	7 2	19 t	11 967
Subtotal				42 73t					1 2	1 t	747 823
TOTAL				99 51t					3 2	4 t	1 066 4

