

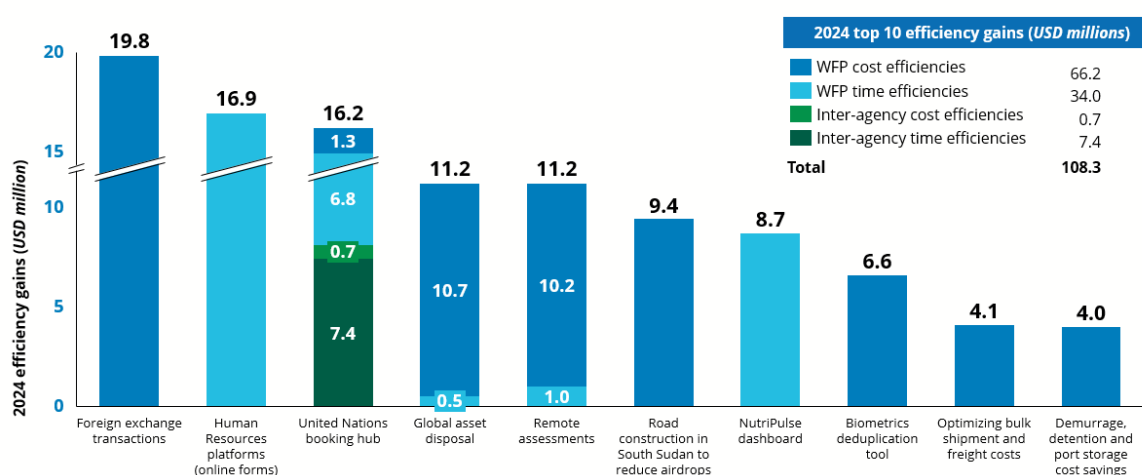
## ANNEX IV-C: SUPPLEMENTAL REPORTING ON EFFICIENCY GAINS IN 2024, HIGHLIGHTING THE TOP TEN INITIATIVES

WFP prioritizes efficiency and effectiveness in line with the management plan for 2024–2026 and the United Nations Secretary-General's reform targets. Since 2021, WFP has intensified its efforts to achieve more efficient resource use, contributing to the United Nations efficiency reporting to the Economic and Social Council. The strategic plan for 2022–2025 highlights the importance of efficiency in all WFP programmes. In 2024, WFP generated a total of USD 169.9 million in efficiency gains from 59 initiatives.

This annex identifies and describes the top ten initiatives that enhanced efficiency in 2024, validated by the savings generated.

**Figure 1: Total efficiencies achieved from WFP's top ten efficiency gains in 2024 (USD million)**

Figures are rounded up



Note: Total efficiencies include cost efficiencies and time efficiencies (in full-time equivalent units).

### Top initiatives with efficiency gains, and their values

- Reporting on each initiative accounts for the efficiencies achieved in WFP and/or at the inter-agency level, distinguishing between cost and time efficiencies where applicable. Cost efficiencies are savings in the financial resources disbursed to achieve a given outcome; time efficiencies are savings in the working hours required to perform a given task, and are presented in terms of the number of FTE<sup>1</sup> units required to achieve the result.
- The total financial value of WFP's efficiency gains in 2024 decreased compared with 2023, as lower funding levels led to a reduced overall level of operations and activities. The decrease was primarily driven by lower gains from the foreign exchange transactions initiative described in the next section, and a lack of efficiency gains from the GCMF owing to reduced procurement. Efficiency gains in supply chains are reported where improved planning and execution of a supply chain resulted in cost and time savings.

<sup>1</sup> FTE units are converted into USD equivalents.

## Foreign exchange transactions

### Chief Financial Officer Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 19.8 million
USD 19.8 million	–	–	–	
USD 19.8 million		–		

- WFP's approach to the conversion of hard currency into local currencies to pay local vendors ensures efficient financial operations while injecting vital hard currency into local financial systems. Since 2010, WFP has centralized its foreign currency conversions for field offices, resulting in cumulative efficiencies of USD 385.3 million by the end of 2024. The efficiencies are calculated by aggregating the actual variances between the exchange rates realized by WFP on its foreign exchange deals and the highest local rate obtained for each of those transactions.<sup>2</sup>
- In 2024, centralized foreign exchange transactions were carried out on behalf of 53 country offices through 696 individual transactions, and continued to deliver better value for money than the decentralized system when replenishing local operational bank accounts. WFP's foreign exchange volume reached USD 1.25 billion, enabling it to obtain better value for money from its donor funding, as large amounts of local currency are purchased centrally on the foreign exchange markets.

## Human resources platforms – digitization of human resources documentation processes

### Human Resources Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 16.9 million
–	295 FTE	–	–	
USD 16.9 million		–		

- WFP continued to advance the digitization of human resources forms, converting commonly used paper-based forms into digital formats. In addition, several existing digitized forms were enhanced, and some forms have been migrated from the existing WFP self-service platform to the Workday human capital management platform launched in 2024. These advances contributed to a more streamlined and efficient process for the documentation of WFP's global workforce, resulting in estimated time savings of 295 FTE<sup>3</sup> units, equivalent to USD 16.9 million.

<sup>2</sup> In 2024, the calculation method was revised to provide a more accurate reflection of the situation. Gains are now measured against either the most favourable rate obtained in the field or the rate obtained from WFP's corporate banking partners. Previously, gains were calculated exclusively in reference to the United Nations operational rates of exchange.

<sup>3</sup> These time efficiencies are calculated as the differences between the estimated time spent by various stakeholders on tasks related to human resources documentation processes before and after the digitization of those processes.

## United Nations booking hub

### Management Services Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 16.2 million
USD 1.3 million	151.1 FTE	USD 0.7 million	165.5 FTE	
USD 8 million		USD 8.2 million		

6. The United Nations booking hub is a global shared service managed by WFP and open to the wider humanitarian community for digitized booking and back-office services. In 2024, the hub expanded its service lines and network of United Nations partners, becoming one of the global shared services that the UNSDG recommends for scale-up across the United Nations system, as part of the United Nations development system reform initiative. Seven service lines are now offered as common services through the hub: accommodation, passenger mobility, carpooling, medical clinic services, aviation, counselling and ergonomics services.
7. More than 2.2 million customers were served through the United Nations booking hub platform in 2024, giving a cumulative total of 5.2 million customers served since the hub was rolled out in 2022. Booking hub services are now available in 116 countries following the addition of one country in 2024. Passenger mobility services were provided in 1,005 locations, 149 of which were served for the first time in 2024, and 43 agreements for carpooling were signed with the United Nations operations management team. Through the hub's accommodation services, 294 guesthouses are operational, provided by seven United Nations entities in 31 countries, while 43 clinics offer medical services. UNHAS was rolled out to 22 additional countries in 2024.

## Global asset disposal

### Management Services Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 11.3 million
USD 10.7 million	11.8 FTE	–	–	
USD 11.3 million		–		

8. WFP continued its efforts to maximize its revenue through the sale of fully depreciated, obsolete, surplus or unserviceable assets at public auctions.<sup>4</sup> Part of the asset disposal is carried out in collaboration with UNHCR. In 2024, cost savings of USD 10.7 million were derived mainly from the sale of fully depreciated light vehicles or those that were no longer road-worthy. In addition, time savings of 11.8 FTE units were achieved through the streamlining of storekeeping processes, saving 9 FTE units, and the improved management of the master records for equipment, saving 2.8 FTE units.

<sup>4</sup> These cost efficiencies are based on the disposal of approximately 10,005 assets through 62 auctions in 120 countries, and the resulting avoidance of average annual storage costs.

## Remote assessments

### Analysis, Planning and Performance Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 11.2 million
USD 10.2 million	11.9 FTE	–	–	
USD 11.2 million		–		

9. In 2024, WFP's remote assessment<sup>5</sup> system continued to provide critical data on food security, enabling early warning, timely diagnosis, evidence-based decision-making, and long-term resilience planning to mitigate the impact of food crises, particularly in conflict and post-conflict settings such as the Democratic Republic of the Congo, Lebanon, the State of Palestine and the Sudan. Given the increasing risks to humanitarian access in the field in many countries and regions, coupled with reduced funding, the need for efficient, high-quality data collection via mobile phones was critical in 2024.
10. Remote assessments were active in 29 countries, and continuous real-time monitoring systems were used to collect daily data in 14 of those countries. Those data, along with analysis and information on the key drivers of food insecurity, have been published in various forms, including in dedicated country reports and on the HungerMap<sup>LIVE</sup> interactive platform. For countries where the continuous monitoring system was active, daily reports were generated to provide further insights into the food security situation.
11. WFP was able to reduce the costs associated with traditional food security monitoring, analysis and reporting by creating an integrated remote monitoring system, and automating analysis and reporting. The initiative generated total efficiency gains of USD 11.2 million, comprising USD 10.2 million saved through a reduction in the average number of face-to-face survey rounds in the 29 countries where the system was applied, and USD 1 million in time efficiencies driven by reductions in the time employees required to collect and analyse data.

## Road construction to reduce airdrops in South Sudan

### Management Services Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 9.4 million
USD 9.4 million	–	–	–	
USD 9.4 million		–		

12. WFP's global operations and presence in the humanitarian community is fortified by in-house engineering expertise. Through the provision of various types of infrastructure, WFP ensures that communities can receive assistance and are better connected to markets and other essential services. The construction and rehabilitation of roads in South Sudan facilitated increases in humanitarian aid deliveries for the operations of WFP and the broader humanitarian and development network in 2024. In particular, the completion of the road between Bor and Ayod expedited aid distributions and made it possible to reach

<sup>5</sup> This initiative was previously referred to as the HungerMap<sup>LIVE</sup> initiative. While some countries perform frequent, non-continuous assessments, HungerMap<sup>LIVE</sup> is designed to record daily real-time data updates only. A review of efficiency gains revealed that the increased availability of remote assessment data, whether in real-time or not, was the key driver of efficiencies, rather than the use of the HungerMap<sup>LIVE</sup> platform itself.

previously inaccessible areas, even during the peak rainy season. By strengthening transport infrastructure and reducing reliance on costly airdrops, the initiative generated cost efficiencies of USD 9.4 million.<sup>6</sup> The road rehabilitation works improved mobility, access to social amenities, livelihoods and local trade, and reinforced WFP's role as a key partner in South Sudan's road development efforts.

### NutriPulse dashboard

#### Programme Policy and Guidance Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 8.7 million
–	75.9 FTE	–	–	
USD 8.7 million		–		

13. In 2024, the NutriPulse dashboard improved access to data on nutrition and HIV, enabling faster and more informed decision-making. By consolidating key internal and external information, such as data on beneficiary numbers, CBTs, food distributions, performance metrics and the IPC, the dashboard automated data processing and streamlined reporting. The dashboard significantly reduced manual workloads, allowing nutritionists and monitoring and evaluation staff to focus on strategic priorities. In 2024, the NutriPulse dashboard generated estimated time savings of 75.9 FTE<sup>7</sup> units, equivalent to USD 8.7 million.

### Biometrics deduplication tool

#### Technology Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 6.6 million
USD 6.6 million	–	–	–	
USD 6.6 million		–		

14. WFP strengthened its biometric-based deduplication efforts to ensure that the personal data of the people it serves is accurate, secure and well-maintained, helping to optimize the distribution of assistance. A tool was developed to monitor and assess the performance of country offices in preventing and eliminating duplicate registrations of beneficiaries. Key performance indicators are used, and the tool uses biometrics to identify duplicates at the start and end of a given time period, such as the first quarter of 2025, and the success rate in removing the duplicates identified. It then calculates the resulting cost avoidance based on the intervention(s) implemented during the time period. In addition, data from previous years can be used for comparison. This model enables country offices to make informed, data-based decisions regarding adjustments to their processes, and to enact improvements in order to ensure that the right assistance reaches the intended recipients. As a result, improvements in three key areas – preventing new duplicate registrations, identifying and

<sup>6</sup> Cost efficiency is calculated by comparing the total metric tons of food commodities transported by road and air travel in 2024 and 2023, and applying the average transportation costs for road and air travel in 2024.

<sup>7</sup> Before the NutriPulse dashboard was introduced, users – including nutritionists and monitoring and evaluation staff – spent an average of 2.5 hours per day analysing various indicators to support their decision-making. After implementation of the dashboard, users spend only 10 minutes per day accessing the necessary data. This significant time saving is enabled by the dashboard's advanced filtering tools, which streamline the data analysis process.

removing existing duplicates, and excluding duplicate records from payment lists – resulted in cost efficiencies of USD 6.6 million in 2024.

### Optimizing bulk shipment freight costs

#### Supply Chain and Delivery Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	USD 4.1 million
USD 4.1 million	–	–	–	
USD 4.1 million		–		

15. In 2024, WFP optimized the ocean freight costs it pays by reviewing negotiation agreements with shipping lines to prioritize free-out terms over liner-out terms for bulk shipments. This approach ensured that contracts were cost-effective while also meeting specific donors' requirements. Through the analysis of final freight account data, WFP was able to strengthen its financial reconciliation, reduce overpayments and improve budget predictability. As a result, WFP's shipment cost management achieved cost efficiencies of USD 4.1 million in 2024.

### Demurrage, detention and port storage cost savings

#### Supply Chain and Delivery Division

Total WFP efficiencies		Total inter-agency efficiencies		2024 total efficiencies
Cost	Time	Cost	Time	
USD 4.0 million	–	–	–	
USD 4.0 million		–		

16. WFP leveraged its strong relationships with key maritime transporters to secure favourable ocean freight terms for costs related to demurrage, detention and port storage. By utilizing effective relationship management and negotiation strategies, WFP was able to secure extended free time and significantly reduced associated charges, achieving cost efficiencies of USD 4 million.