
Financing, implementation and performance framework of the Programme budget 2026–2027

Reporting on operational efficiencies

Report by the Director-General

Context

1. This report provides an update to Member States on operational efficiencies, in line with the commitments set out in the Secretariat implementation plan on reform.¹
2. The methodology applied in this report remains consistent with previous years and is based primarily on the methodology developed by the United Nations Sustainable Development Group to estimate efficiencies in United Nations system business operations.
3. Building on recent reporting practice, this report again incorporates efficiency data reported at the country level through Business Operations Strategy (BOS 2.0) mechanisms. In addition, inputs from regional offices have been included for the first time, reflecting efforts across all levels of the Organization to strengthen cost awareness and identify efficiency opportunities.
4. The report also reflects feedback received from Member States on past efficiency reports by strengthening narrative explanations alongside numerical data. In order to keep the main report concise, additional qualitative information is provided in Annex 2.

Cost-containment measures and efficiency reporting

5. The year 2025 was marked by exceptional circumstances, as WHO undertook a broad Organizational realignment in response to financial and economic constraints. Throughout the year, Member States were regularly informed of cost-containment measures and related developments. In the context of this report, it is important to distinguish clearly between cost containment and efficiency gains.

¹ Document EB152/34.

6. Cost-containment measures are designed to limit or defer expenditure and may involve reductions or postponements in inputs. While such measures (often one-off and not necessarily sustainable measures) contribute to short-term financial control, they do not in themselves demonstrate that the same level of outputs, service quality or organizational performance has been maintained. Accordingly, figures communicated to Member States in relation to cost-containment measures should not be interpreted as efficiency gains as defined under the methodology applied in this report, which requires that outputs or quality are preserved while resources are optimized.

7. In addition, several realignment-related measures are expected to generate effects that will only become visible over time and in some cases may be offset initially by one-time transition costs incurred during implementation. Structural changes such as relocations or workforce adjustments may reduce recurring costs in subsequent periods, while involving transitional expenditures in the year of implementation. Moreover, reductions in staffing levels would constitute an efficiency gain only if the Organization demonstrably maintains the same level of outputs or service delivery with fewer personnel – an assessment that cannot be robustly quantified at this stage across all functions. For these reasons, the Secretariat reports only those realignment-related impacts that can be credibly justified as efficiencies under the agreed methodology, while recognizing that the cost-containment measures undertaken in 2025 were necessary to safeguard financial sustainability and may contribute to efficiency gains in future reporting periods.

Overview of reported operational efficiencies in 2025

8. In 2025, WHO reported a total of 54 operational efficiency initiatives, compared with 43 initiatives reported in 2024. In line with updated United Nations guidance, initiatives that continue to generate efficiency gains may now be reported on beyond four years. This extended reporting period was applied for the first time in 2025; in previous reports, including the report for 2024, initiatives were generally phased out after four years.

9. The increase in the number of initiatives reflects the identification and reporting of several new efficiency initiatives across multiple service streams, including administration (three initiatives), human resources (three initiatives), information and communication technology (four initiatives) and procurement (one initiative). This demonstrates that efficiency efforts continued to be pursued across different functional areas of the Organization.

10. For 2025, quantitative efficiency gains amount to US\$ 138.3 million from entity-specific and bilateral initiatives, compared with US\$ 94.6 million reported in 2024 (Table 1). Year-on-year variations reflect differences in the number and nature of initiatives reported, data availability and timing, as well as the exceptional operational context of 2025.

Table 1. WHO cost savings and time savings by service stream (entity-specific and bilateral) (US\$)

Service stream	2022	2023	2024	2025	Difference from 2024 [%]
Administration, including common facilities/premises	25 611 000	4 411 100	–	33 102 902	New
Finance	71 620 287	99 742 456	48 036 538	40 610 038	-15%
Human resources	3 137 651	2 106 003	187 406	544 449	191%
ICT	1 431 838	4 679 244	23 773 302	34 855 092	47%
Logistics	211 000	–	–	–	–
Procurement	44 576 380	35 419 107	22 621 399	29 166 114	29%
Total	146 588 156	146 357 910	94 618 645	138 278 596	46%

11. As in previous years, a limited number of major initiatives continued to account for a significant share of reported efficiencies in 2025. A total of six initiatives with reported savings above US\$ 10 million are presented in Table 2; together, they represent a substantial proportion of the total reported entity-specific and bilateral efficiencies.

12. At the same time, the share of the largest initiatives relative to the total reported efficiencies has decreased compared with previous years. In 2025, the four largest initiatives accounted for US\$ 81.1 million, about 59% of total reported entity-specific and bilateral savings, compared with about 79% in 2024 and 90% in 2023. This indicates a positive trend towards a broader distribution of efficiency gains across a wider range of initiatives and service streams, while major initiatives continue to play an important role.

Table 2. Major drivers of efficiencies 2025 (>10 US\$ million)

Initiative	2024	2025	Reason for change
Increased agreements with healthcare providers	38 600 000	27 500 000	Savings are generated through increased agreements with healthcare providers, global agreements, preferential price lists and maps. Savings depend on negotiations, case management and actuarial fees and can therefore vary annually. A reduction is due to savings from two third-party administrators being excluded because it could not be calculated by the deadline; last year, one third-party administrator was also unavailable at the deadline. ^a
Introduction of Microsoft Copilot and AI capabilities	17 064 000	23 816 655	Two versions of Microsoft Copilot were introduced to the WHO workforce: Copilot for MS 365, available to a limited group of users and integrated with various apps, and a web version available to all employees, enhancing web navigation, task simplification and productivity. An internal survey estimated a 6.25% working time savings for licensed users (though studies estimate up to 15% savings). The number of licensed users more than doubled compared to 2024. A more modest productivity increase (1%) was estimated for staff using the web version.

Initiative	2024	2025	Reason for change
Competitive tendering	12 004 525	16 743 825	Efficiencies from competitive tendering fluctuate annually due to the total procurement value presented to the Contract Review Committee at headquarters and the random sampling methodology used to calculate average savings.
Delivering results under essential-only travel measures (2025 realignment)	–	13 000 000	As part of the 2025 Organizational realignment, duty travel was restricted to essential cases only. Based on cost-containment measures implemented during the year and preliminary end-of-biennium data, estimated efficiency gains were calculated reflecting activities delivered through alternative modalities. This initiative was not reported in 2024, as the related measures were specific to the 2025 realignment context.
Lower average travel costs following 2025 realignment measures	–	10 859 107	In 2025, the average cost per travel request decreased compared with 2024. This change may reflect a combination of factors, including strengthened application of travel policies, increased cost awareness and adjustments in travel patterns.
Centralization of foreign currency purchases	7 300 000	10 300 000	Savings are generated through headquarters treasury's competitive bidding process for foreign currency purchases, with local bank rates benchmarked against the best rates of its foreign exchange providers. Savings depend on the number of foreign exchange deals, total currency purchases and market conditions, with significant annual variations.
Total	74 968 525	102 219 587	

^a To remain aligned with the values reported to the United Nations, this figure is presented without modification. At the time of preparation of this report, calculations from all third parties were available. Savings for 2025 amount to a total of US\$ 76.6 million.

13. As in last year's report, the Secretariat also includes efficiencies reported through country-level inter-agency collaboration under BOS 2.0 mechanisms. For 2025, BOS 2.0 efficiencies reported for WHO amount to US\$ 7.8 million, compared with US\$ 14.4 million in 2024.

14. In addition and for the first time, inputs from regional offices have been included. Regional offices reported a further US\$ 7.1 million in quantified efficiencies in 2025, reflecting cost awareness and efficiency efforts across the Organization, particularly in the context of the 2025 realignment and related cost-containment measures (Fig.1). Reported efficiencies were mainly linked to reductions in operating and facilities costs (including office space and utilities), contract and service optimizations, increased use of digital solutions and rationalization of ICT resources, and procurement and sourcing measures such as supplier negotiations and smarter contracting (Fig. 2).

Fig. 1. Contribution (US\$ million) of entity-specific and bilateral initiatives, regions and BOS 2.0

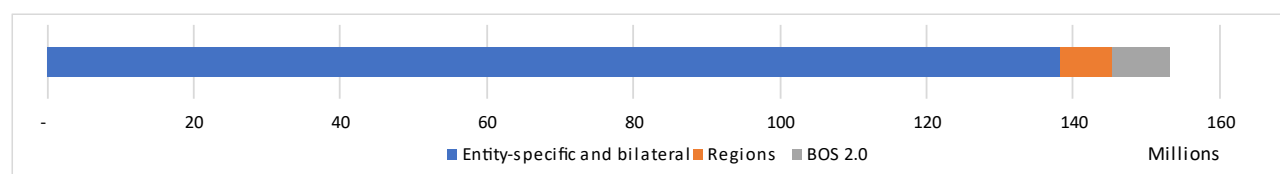
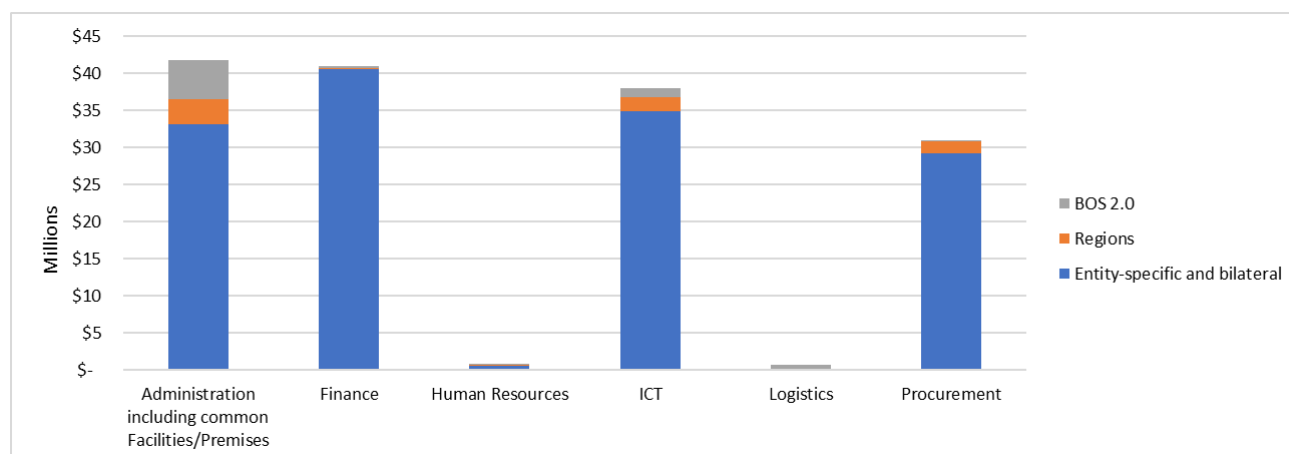
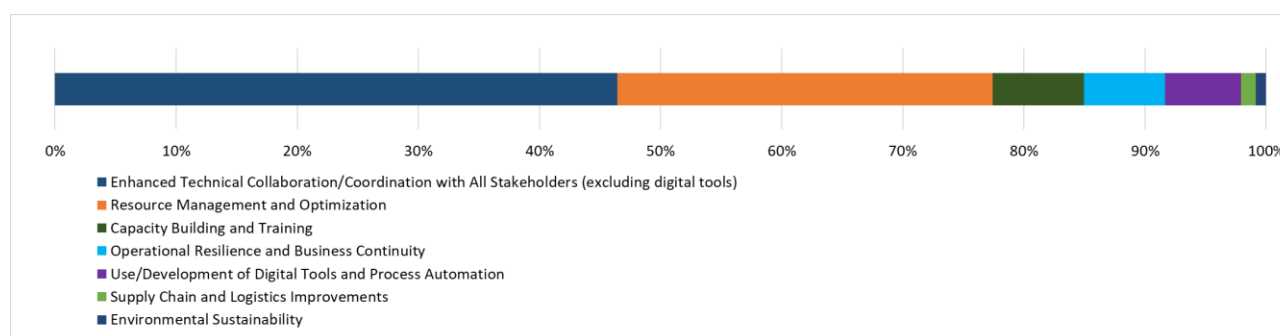


Fig. 2. Quantitative savings by service stream (US\$ million)

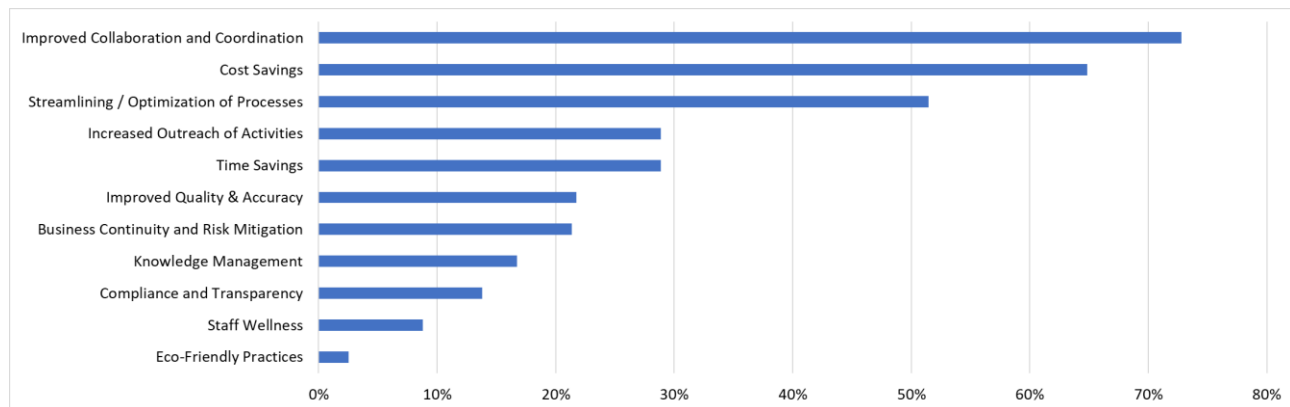
Programme budget 2024–2025 end of biennium report

15. In addition to the quantitative efficiencies presented above, the Secretariat reviewed qualitative efficiency improvements identified through the end-of-biennium reporting process for the Programme budget 2024–2025. Through this process, budget centres described changes in ways of working that improved efficiency, effectiveness or resilience, many of which cannot yet be robustly quantified.

16. The qualitative analysis continues to use the same framework as in previous reports, allowing comparability over time. Overall, the results indicate that efficiency efforts in 2025 remained largely focused on enhanced technical collaboration and coordination, resource management and optimization, supported by continued investments in capacity-building and training (Fig. 3).

Fig. 3. Main classification of initiatives based on type of contribution (percentage per total of initiatives)

17. In terms of attributes, qualitative initiatives most frequently aimed to strengthen collaboration and coordination, increase cost awareness and streamline processes, reflecting efforts to improve how work is organized and delivered rather than focusing solely on immediate financial savings (Fig. 4). Other commonly reported effects included time savings, improved quality and accuracy, and risk mitigation and business continuity, which are particularly relevant in the context of constrained resources and organizational change.

Fig. 4. Percentages of initiatives pointing to specific attributes (improvements)

18. Additional qualitative improvements identified through the end-of-biennium reporting process relate to knowledge management, compliance and transparency, and staff wellness, alongside a smaller number of initiatives linked to eco-friendly practices. While these improvements are often indirect or longer-term in nature, they support sustainable operations and strengthen the Organization's capacity to deliver under changing conditions. Details of contribution categories and efficiency attributes are set out in Annex 1.

19. Illustrative examples of qualitative efficiency improvements identified through the end-of-biennium reporting process are set out in Annex 2. Together with the quantitative results, they demonstrate that efficiency efforts in 2025 were pursued across multiple dimensions and levels of the Organization.

Reporting considerations and next steps

20. The reporting of operational efficiencies continues to follow established United Nations guidance. As in previous years, not all efficiency-related efforts can be robustly quantified, while some improvements identified during implementation are reflected qualitatively rather than monetized. In addition, efficiencies linked to structural or organizational changes, including those associated with the 2025 realignment, may only materialize fully in subsequent reporting periods.

21. Compared with previous reports, this year's reporting reflects several incremental improvements, including the application of updated United Nations guidance allowing efficiencies to be reported over a longer period, the continued inclusion of country-level efficiencies reported through BOS 2.0 mechanisms, and the first integration of regional office inputs. Together, these elements provide a more comprehensive overview of efficiency efforts across the Organization, while maintaining consistency and comparability over time.

22. The Secretariat will continue to refine its approach to efficiency reporting, with a focus on transparency, methodological consistency and alignment with United Nations system-wide practices. Future reports will build on the experience gained during the current biennium, including lessons from the realignment process.

Action by the Health Assembly

23. The World Health Assembly is invited to note the report and to provide guidance on the questions set out below.

- Does the current form of efficiency reporting meet the expectations and needs of Member States and how could the Secretariat improve the report's usefulness?
- In the light of the continued refinement of United Nations efficiency-reporting guidance and the gradual expansion of inputs from country and regional levels, how do Member States wish to see the scope of future efficiency reports evolve, while maintaining consistency and comparability over time?

Annex 1

Definitions of contribution categories and efficiency attributes

Main contribution categories

One contribution category is selected per efficiency initiative, representing its primary area of impact.

Contribution	Definition
Enhanced technical collaboration/coordination with all stakeholders (excluding digital tools)	Improvements achieved through better teamwork, avoidance of duplication and increased stakeholder satisfaction via collaborative approaches.
Resource management and optimization	Efficient use of financial, human or material resources to reduce costs and maximize output.
Use/development of digital tools and process automation	Implementation or development of digital solutions that automate workflows and streamline operations.
Operational resilience and business continuity	Initiatives that ensure uninterrupted operations during disruptions, enhancing organizational resilience and preparedness.
Capacity-building and training	Efforts to improve staff skills, standardize processes or strengthen technical cooperation through training, exercises, manuals or guidance.
Supply chain and logistics improvements	Optimization of procurement and logistics, including the use of long-term agreements, to improve cost-efficiency and reliability.
Environmental sustainability	Actions aimed at reducing environmental impact, such as lowering energy consumption and promoting sustainable practices.

Efficiency attributes

Multiple attributes can be selected to reflect additional effects and improvement resulting from the efficiency initiative.

Attribute	Definition
Cost savings	Reduction in financial outlay through better contracting, resource use or cost-avoidance measures.
Time savings	Faster task or process execution, leading to improved timeliness and productivity.
Streamlining/optimization of processes	More efficient and effective processes, often involving simplification or automation, with potential gains in cost and time.
Improved collaboration and coordination	Stronger teamwork, coordination and leadership across departments or organizations.
Increased outreach of activities	Broader reach of activities through improved delivery methods or expanded target groups.
Improved quality and accuracy	Higher service or output quality, with fewer errors and increased reliability.

Attribute	Definition
Business continuity and risk mitigation	Increased resilience and reduced operational risks, ensuring consistent delivery of services.
Compliance and transparency	Improved adherence to policies and greater accountability in operations.
Knowledge management	Enhanced capture, sharing and use of institutional knowledge for innovation and continuity.
Eco-friendly practices	Environmentally sustainable practices reducing the Organization's ecological footprint.
Staff wellness	Initiatives to support the physical, mental and emotional well-being of personnel.

Annex 2

Qualitative insights into operational efficiencies reported in the end-of-biennium assessment

This annex complements the main report by illustrating, in concrete terms, how operational efficiencies have been achieved across the Organization, as reported through the end-of-biennium assessment and related initiative reporting. It aims to make tangible the types of efficiency improvements described throughout the Organization by highlighting recurring patterns and practical examples from different functions and operating contexts.

Improved collaboration and coordination

Efficiencies reported under this category relate primarily to stronger coordination across programmes, organizational levels and partners. Units frequently describe concrete gains from consolidating activities, aligning planning processes and establishing structured coordination mechanisms, resulting in reduced duplication and more coherent delivery.

Illustrative examples include:

- A country office reported that multiple programme-specific training activities were consolidated into joint training packages delivered together with partners. This reduced overlapping workshops, streamlined logistics and enabled wider geographical coverage without increasing costs.
- In another country office, WHO enhanced collaboration with governments and partners by leading the health subgroup under the United Nations Sustainable Development Cooperation Framework and playing a central role in the Development Partners Consortium. In close coordination with the interim Government, WHO prepared a set of recommendations for the Health Reform Commission, which served as an essential reference for partners and supported more coordinated engagement.
- A headquarters unit reported efficiencies achieved through centralized planning and strengthened coordination mechanisms. The use of call-off procurement mechanisms reduced repetitive procurement actions and freed staff time. Enhanced collaboration with United Nations partners reduced duplication, while centralized planning, risk management, webinars and monitoring improved coordination, oversight and value for money without additional costs.

Several other units reported efficiencies from harmonized workplans, joint missions and coordinated donor engagement, particularly in resource-constrained settings.

Cost savings

Cost savings are most often associated with changes in travel practices, procurement approaches and consolidation of services. Units report both direct financial savings and cost-avoidance measures that enabled continued delivery despite funding constraints.

Illustrative examples include:

- A country office reported that shifting most technical consultations and coordination meetings to virtual modalities reduced travel-related expenditure by 57%, while maintaining regular engagement with national counterparts.
- A country office reported that the use of long-term agreements for frequently procured goods and services substantially improved value for money by standardizing rates, controlling costs and accelerating delivery. The office noted that moving from ad hoc procurement requests towards consolidated planning and early forecasting reduced inefficiencies, particularly in the context of emergency operations and Pandemic Fund implementation.
- One unit redesigned its learning product development process by standardizing content and reducing reliance on external providers. This resulted in a 45% reduction in course development costs, while increasing the number of courses produced and language coverage.

Several other units reported savings from reduced rental and storage costs, renegotiated service contracts, consolidated procurement actions and tighter financial monitoring.

Streamlining/optimization of processes

This category captures efficiencies achieved through redesigning workflows and simplifying procedures, often supported by digital tools. Units report reduced administrative burden, faster processing and more predictable delivery.

Illustrative examples include:

- A country office reported the use of digital Kobo tools to enable real-time reporting from remote areas, allowing the collection of fully age- and gender-disaggregated data. This significantly reduced monitoring time while increasing transparency and accountability in programme implementation.
- A country office reported that the 2025 STEPS survey was implemented using a simplified and integrated process spanning planning, field implementation and dissemination. This streamlined approach improved coordination among partners, simplified field operations and reduced implementation complexity.
- A country office reported that the use of standardized guidelines and processes, supported through collaboration with regional and headquarters teams, streamlined the monitoring and management of the Quasi Imprest account. This enabled more timely interventions and improved the efficiency of service delivery and activity implementation.

Several units also reported incremental efficiencies from simplified approval processes, clearer standard operating procedures and improved use of shared digital workspaces.

Increased outreach of activities

Efficiencies under this category are described in terms of expanded reach or coverage achieved without proportional increases in resources. Units often link increased outreach to integrated delivery models and digital platforms.

Illustrative examples include:

- A country office reported that integrated outreach campaigns combining multiple interventions expanded coverage to zero-dose and hard-to-reach populations, using shared logistics and coordinated microplanning.
- Several units reported that shifting training programmes to virtual or hybrid formats enabled participation from hundreds of national counterparts across multiple locations, while reducing travel and accommodation costs.
- A surveillance initiative described how training and deploying local surveillance agents across all regions of the country increased geographical coverage and timeliness of reporting while keeping operational costs low.

Several other units reported increased outreach through integrated service delivery models and closer collaboration with subnational authorities.

Time savings

Time savings are frequently reported as a result of automation, simplified procedures and virtual coordination. Units emphasize faster turnaround times and reduced implementation delays.

Illustrative examples include:

- A country office reported that shifting priority health-worker training from off-island courses to virtual and e-learning formats avoided travel-related delays, enabled wider and more timely staff participation and prevented service disruptions, while strengthening workforce competencies.
- A country office reported that shifting capacity-building, technical assistance and coordination activities to integrated virtual and hybrid modalities, embedded within joint UN–Ministry of Health planning processes, shortened delivery timelines and enabled more timely implementation across national and subnational levels.
- A regional office reported that the deployment of an in-house AI platform across core workflows significantly reduced the time required for drafting, translation, analysis and recruitment screening, with tasks previously taking hours or days completed in minutes, improving turnaround time for services delivered to Member States.

Additional time savings were achieved through standardized procurement processes and reduced approval layers.

Improved quality and accuracy

Efficiencies in this category relate to improved reliability, consistency and accuracy of outputs, often enabled by digital tools and standardized methodologies.

Illustrative examples include:

- A regional budget centre reported that delivering integrated technical support through regional platforms, hybrid workshops and standardized tools improved the quality and consistency of outputs across countries. By replacing multiple stand-alone missions, this approach strengthened cross-country learning, improved timeliness and enhanced the overall quality of technical deliverables without additional resources.
- A country office reported that the development of the national action plan for health security benefited from its close timing following the joint external evaluation mission. With national counterparts and partners already mobilized, the planning process built directly on existing joint external evaluation recommendations rather than restarting consultations. This approach reduced duplication, while maintaining high-quality technical inputs and supporting coherent, cross-sectoral planning.
- A country office reported that its internal control framework functioned effectively in supporting the implementation of planned activities. The existing controls provided reasonable assurance that operations were conducted efficiently and transparently, in line with established policies, while supporting consistent, accurate implementation and achieving value for money.

Several other units reported qualitative efficiency gains through the use of standardized methodologies, strengthened internal controls and clearer review and assurance processes. These approaches helped reduce errors, improve consistency of outputs across countries and programmes and enhance confidence in reported results, even where efficiencies were not associated with direct cost or time savings.

Business continuity and risk mitigation

This category highlights efficiencies achieved through proactive planning and flexible use of resources to maintain operations under disruption.

Illustrative examples include:

- A country office facing a national crisis reported that operational expenditures were reduced by nearly one third through rephasing activities, consolidating procurement and repurposing staff roles, while protecting delivery of critical health services.
- A regional logistics initiative pre-positioned emergency supplies in strategic hubs, enabling rapid delivery to 46 Member States and significantly reducing response times during outbreaks.
- A budget centre reported tighter monitoring of unspent funds at workplan level, reducing the risk of late, lower-value-adding expenditure and enabling timely reallocation to priority needs.

Beyond the examples highlighted above, multiple units described efficiency measures aimed at safeguarding continuity of operations under conditions of funding uncertainty, emergencies or external disruption. These included rephrasing workplans, repurposing staff functions, strengthening contingency planning and prioritizing critical activities to ensure that essential services and technical support could be sustained despite constrained resources.

Knowledge management

Knowledge-related efficiencies focus on capturing and sharing institutional knowledge to avoid duplication and improve consistency.

Illustrative examples include:

- A country office reported that during 2024–2025, it strengthened coordination with stakeholders through structured reviews and joint monitoring, while substantially reducing operational costs through increased use of virtual modalities, long-term agreements, streamlined contracts and role realignment. When an emergency occurred, financial savings were reprogrammed and staff roles were repurposed to sustain critical outputs and ensure the continuity of operations despite external shocks.
- A country office reported that in a complex geopolitical context affected by international sanctions and counter-sanctions, it adopted unprecedented and innovative approaches to remain operational. These measures enabled the continuity of both business processes and technical collaboration, allowing the office to sustain core functions and engagement with counterparts despite significant external constraints.
- A country office reported that deploying solar energy systems across 24 field offices reduced reliance on grid power and diesel generators, improving operational reliability and continuity. The installations resulted in 25–30% reductions in electricity and fuel use, while ensuring uninterrupted functioning of field operations, particularly in settings with unstable power supply.

Several other units reported knowledge-related efficiencies achieved through improved documentation, structured information-sharing and the increased use of shared platforms and communities of practice. These measures reduced duplication of effort, supported faster onboarding and knowledge transfer, and enabled more consistent application of guidance across teams and countries without additional resource requirements.

Compliance and transparency

Efficiencies under this category relate to clearer procedures, improved oversight and reduced compliance risks.

Illustrative examples include:

- A country office reported that the continued use of a pooled funding mechanism for implementation of the Country Cooperation Strategy enhanced compliance and transparency by aligning resources against agreed priorities through three-level governance consultations. Linking pooled resources to defined outputs and outcomes strengthened value for money, while unified performance monitoring streamlined reporting and audit processes and reinforced accountability.

- A country office reported that the systematic application of rigorous competitive bidding and transparent procurement procedures strengthened compliance and accountability in the acquisition of goods and services. Structured market analysis and clearly defined evaluation criteria ensured that contracts were awarded based on both technical quality and cost-efficiency, resulting in measurable savings without compromising standards.
- A country office reported that standardizing shuttle payment procedures, introducing mobile money payments and using common long-term agreements improved the consistency and traceability of financial transactions. Joint planning, clear role delineation and shared financing mechanisms reduced duplication and supported more accountable and efficient implementation.

In addition to the cases described above, a number of units reported efficiencies arising from clearer procedures, strengthened governance arrangements and more systematic oversight mechanisms, including standardized financial and procurement processes, clearer role delineation, improved reporting and monitoring practices, and closer alignment of resources with agreed priorities, all of which supported more accountable and transparent implementation.

Staff wellness

Staff wellness-related efficiencies are described in terms of sustaining productivity and reducing burn-out.

Illustrative examples include:

- A country office reported that the introduction of an integrated management framework aligned technical work with administrative processes, removing operational bottlenecks and improving workflow. Strong compliance and monitoring mechanisms supported disciplined resource use, enabling technical staff to focus on high-impact health actions and emergency response, including during the national dengue crisis.
- A country office reported that improvements in office management were achieved through the better organization of processes, strengthened budget monitoring, enhanced collaboration across clusters and ethical governance practices. These measures supported staff performance and well-being by creating clearer workflows, shared responsibilities and a more enabling working environment.
- A headquarters unit reported that increased collaboration and coordination across the network of ombudspersons, including at the headquarters and regional levels, enhanced outreach efforts and strengthened the capacity to address complex cases across the Organization.

Several other units highlighted efficiencies linked to improved ways of working that supported staff performance under constrained conditions. These included clearer workflows, better coordination across teams, more balanced allocation of responsibilities, and the use of hybrid and virtual modalities to manage workloads. Collectively, these measures helped sustain productivity and staff engagement while reducing operational pressure.

Eco-friendly practices

Eco-friendly efficiencies are most often linked to reduced travel and digitalization.

Illustrative examples include:

- A country office reported that during the 2024–2025 biennium, it prioritized virtual meetings over in-person engagements, restricted travel to essential missions and optimized workshop delivery by limiting both duration and number of participants. These measures reduced the environmental footprint associated with travel and events while maintaining the continuity of programme implementation.
- A headquarters unit reported that the completion of a new building and the renovation of the main building reduced carbon dioxide emissions by an estimated 3895 tonnes per year. Rationalization of the WHO campus also resulted in substantial reductions in utilities, maintenance and operational costs, estimated at 83% compared to 2012 levels, thereby contributing to more environmentally sustainable facilities management.
- A country office reported environmental efficiency gains through optimizing office space, improving energy and water efficiency and progressing towards solarization. These measures reduced resource consumption and contributed to more environmentally sustainable operations, generating estimated savings of US\$ 25 000 in 2025, with an additional US\$ 37 500 annually projected as solarization advances.

Beyond the examples illustrated above, additional units reported environmental efficiency gains through reduced travel, greater use of virtual modalities, the optimization of office space and more resource-efficient facilities management. These measures contributed to lowering resource consumption and environmental footprints, while maintaining operational effectiveness.

Concluding observations

The qualitative examples presented above illustrate how operational efficiencies are being realized across the Organization through practical, context-specific actions. Together, they provide tangible insight into the efficiency improvements reported in the end-of-biennium assessment and demonstrate how quantitative savings are often accompanied by improvements in quality, resilience and sustainability of delivery.
