



# HUMANITARIAN BOOKING HUB



## UN Common Mobility & Carpooling Platform

Practice Notes for the Development  
Coordination Office-BOS



January 2021  
**World Food Programme**  
[humanitarianbooking.org](https://humanitarianbooking.org)



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# COMMON MOBILITY & CARPOOLING SERVICES

## Executive Summary

This Practice Note provides information on the **Humanitarian Booking Hub - UN Mobility and Carpooling Services**, an innovative **digital platform** for the global operations of United Nations Operational Management Teams (OMTs) and Country Teams (UNCTs) within the Business Operations Strategy (BOS) framework. The Humanitarian Booking Hub is a UN proprietary online platform powered by WFP. It allows staff and managers to book passenger trips and run carpooling services to optimise in-field operations and fleet handling. **It standardises business processes, automates request tracking, and improves service delivery through real-time monitoring of customer satisfaction.** At the same time, **it promotes synergies and efficiency gains.** It is truly **a UN solution for the UN**, designed in accordance with the Mutual Recognition, Costing, and Customer Satisfaction principles.

WFP initially developed the Hub as a corporate tool to run and manage its field services. Now the platform is offered as a global, inter-agency service to the wider UN. A dedicated team coordinates the implementation of the Hub whilst providing regular support to participating Agencies in their locations, from the initial contact to service activation and beyond. By implementing their services on the Humanitarian Booking Hub, **Agencies can successfully advance their digital transformation, foster inter-agency collaboration, improve customer satisfaction and contribute to the BOS agenda for common services.**

[Please watch this video for an overview of the Humanitarian Booking Hub.](#)

## Introduction: a natural enabler of BOS

The Humanitarian Booking Hub, as a collaborative digital approach tool, is central to scale mature services within the Business Operations Strategy (BOS) framework. BOS is a results-based framework that focuses on joint business operations with the purpose of eliminating duplication, leveraging the common bargaining power of the UN, and maximising economies of scale. The BOS was created in 2012 as a response to a call for simplification and harmonisation of the United Nations system. In line with the Quadrennial Comprehensive Policy Review (Q CPR) and the repositioning of the UN development system to deliver on the 2030 Agenda, the Secretary-General mandates that all United Nations Country Teams (UNCTs) ensure compliance with an improved BOS by 2021, in support of a more effective programme delivery.

The Humanitarian Booking Hub is a natural enabler of BOS, as it supports the quick implementation of the framework, with a ready-to-use digital tool, and enhances inter-agency collaboration within the UN system.

**The [Humanitarian Booking Hub](#) is the largest UN marketplace for field accommodation, mobility, and wellness services** provided by UN Agencies. It supports administrators in digitally transforming their daily activities, aids humanitarian workers in delivering last-mile assistance, automates UN

organisational operations data for improved decision-making, and provides emergency preparedness and response services.

The Humanitarian Booking Hub was conceived 2015 in response to a growing need for digitalised operations handling in the field. At present, already 9 UN agencies are offering their services through the platform, making **the Hub the largest UN marketplace for UN provided field services**. The current Humanitarian Hub platform is digitally transforming field operations in the following ways:

- **Optimises the use of corporate assets**, for more effective field operations and management of the services
- Allows automatic reporting of operational service data and KPIs for a more **effective decision making** and a clearer **identification of improvement's opportunities** for the all services offered
- Provides technical support to **advance the UN Reform Agenda**.

To support the rapid scale-up of COVID emergency response, in April 2020, the Humanitarian Booking Hub expanded its service offerings to include the booking of Global Passenger Air Services. The Hub also rolled out a range of tools and materials for staff and managers, including live travel dashboards and COVID-19 standard preventive measures.

**The platform can also be accessed via a mobile app**, available for Android and Apple phones, and it offers the following services: Accommodation, Driver, Clinic, and Medical services.



**1008 UN field service points  
in 89 Countries from 10 UN Agencies**

- 🚚 2,800+ UN vehicles
- ✈️ 285+ UNHAS flights
- ✈️ 50+ COVID support flights
- 🏠 260+ UN guesthouses
- 🏨 110+ UNDSS hotels
- 🏥 65+ UN Clinics
- 💬 35 UN Counsellors

## Objectives

The Hub aims **to enhance inter-agency collaboration** and achieve the following objectives:

- Provide a **custom-made UN solution to UN Agencies** for common accommodation, passenger mobility, and wellness services in field operations leveraging on the UN global operations expertise;

- **Eliminate duplication of efforts and leverage economies of scale** by streamlining joint digital operations into a single effort that adopts best practices for the common benefit;
- **Adoption of best practices** by globally streamlining Agencies success stories and service solutions;
- Provide immediate access to **a standardised and digitalised back-office service** with end-to-end service management, including customer booking process, asset allocation, service delivery, electronic invoicing, and automated reporting;
- Allow all Agencies in the same country to use the platform, improving **comparable UN service delivery KPIs and asset sharing opportunities** (i.e., offering spare drivers and light vehicle capacity to Agencies with no country fleet presence or fleet sharing solutions);
- Provide **comprehensive client feedback services** to continuously monitor customer satisfaction, support the UN Reform and promote a client-focused mindset;
- Provide a cost-recovery model for **effective, fair, and precise inter-agency cost recovery** solutions and for invoicing.

### Potential challenges

Any process involving digital transformation invariably leads to a change management process with its associated challenges:

Resistance to change in switching from a consolidated manual process to automated digital ones

Fear of job losses due to digitalisation

Fear of increased service accountability of established practices

An effective change management support structure and team, with extensive experience and expertise in digitalising field service operations, is in place to manage such challenges with:

Comprehensive webinars for staff, guest house managers, and administrators

Online manuals for step by step support for daily activities

24/7 customer service

All services on the Humanitarian Booking Hub are very mature and used by numerous agencies.

### Key Stakeholders

The Humanitarian Booking Hub is aimed at the following UN stakeholder groups:

#### 1. Travelling personnel

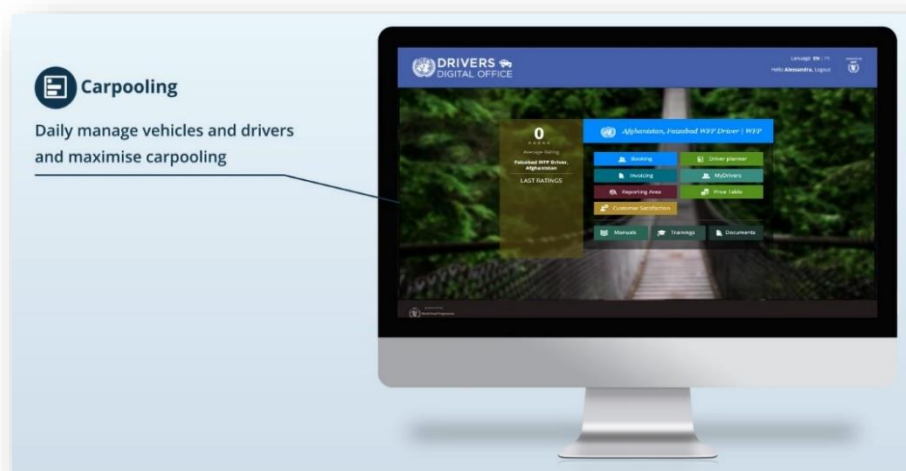
Staff travelling in the field receive real-time information to plan trips and book the necessary services. At the same time, they obtain automated booking notifications and are given the chance to provide their feedback on the service.

To encourage broad adoption, the Hub is available both in English and French. For security reasons, only humanitarian partners such as UN Agencies, NGOs, stand-by and governmental partners are granted access to the digital platform. Most UN agency staff can access the website using their own corporate credentials. Other users are required to create new accounts. Private email addresses are blocked.

## 2. Service administrators

Fleet officers can benefit immensely from a dedicated suite of digital services called the Digital Office. The Digital Office automates daily management activities, increases service accountability, and reduces the number and the duration of manual clerical tasks.

Access to the Digital Office is restricted to designated service management personnel. Through the digital back-office, bookings (for each service) can be accepted, edited, or rejected. Confirmations and invoices can be sent to passengers and country, and location-based reports can be retrieved. Through the Digital Office, managers can also access dedicated service training schemes, manuals, and other documents.



Mobility dedicated back office

## 3. Senior Management

The platform offers numerous reporting features to assist senior managers in monitoring and managing data related to service usage and status for a more informed and effective decision-making process. By facilitating data sharing (including customer feedback) between agencies, the use of assets can be optimised, and services improved.

### Benefits

With just a few clicks, the UN Driver Booking Service on the Humanitarian Booking Hub makes the booking process simple and effective. The service is



already operational in 70 countries, with over 2,200 drivers employed and approximately 2,800 light vehicles in use.

The benefits of the system are:

- **Seamless booking process** and enhanced user experience
- **Automated reporting system to manage KPIs** for informed decision making
- Improved **customer satisfaction** through feedback collection
- **Efficient use of resources and assets through common services**

### **Mobility user services**

The UN Driver Booking Service can be accessed with corporate credentials via the Humanitarian Booking Hub website or its mobile app. The Explore section provides a convenient world map showcasing the countries and office locations where the service is active, allowing the user to book the desired trip. Each Driver's Hub has a dedicated page providing service operating hours, special local policies, minimum reservation time, photos of the vehicles, and a list of specific documents required for travel. Staff can book for themselves or on behalf of a colleague, and personal information is stored in the system and retrieved for future bookings. When using the mobile app, frequently booked locations can be marked as favourites and rebooked with just one click. Once the booking has been processed, the trip details are emailed to both the customer and the driver.

### **Common mobility management services**

Appointed personnel from each office location manages bookings from the system's back office: The Digital Office. Here, the designated fleet focal point can rapidly process bookings by accepting, editing, or rejecting them as required. A calendar, known as the Driver Planner, is used to allocate vehicles and drivers and provides a live overview of day-to-day fleet availability. Driver bookings can also be manually added directly to the calendar if necessary. The carpooling feature ensures fleet efficiency optimisation through multiple-trip combinations and consolidation. Office operations that provide, or are seeking to provide common mobility services, can benefit from the automatic trip pricing feature in the price table.

### **Common mobility driver services**

The Digital Driver Logbook is an innovative tool which allows drivers to easily access and check their assigned trips and log their mileage, either via the browser interface or the mobile app. This digital tool provides real-time data to drivers and system administrators.

### **Key Performance Indicators (KPIs)**

The digital platform automatically generates major service KPIs based on Agency, country, and office level for increased accountability, more effective service delivery and continual service improvement.

Managers can monitor progress and compare pre-and-post platform implementation performance with the following key country-level indicators:

- Fleet size and drivers' pool
- Number of bookings, trips, and passengers

- In-agency versus extra-agency trip breakdown
- Trip type (e.g. airport, in-town)
- Fleet utilisation and trip optimisation
- Customer satisfaction index and trip review scores

### **Common Mobility and Carpooling services**

The platform allows UN agencies to extend the provision of mobility services to other UN entities and recover the total cost of the service provided (trip cost) through the platform's detailed passenger mobility reporting. Agencies can indicate the number of vehicles they wish to share and offer through the Hub as part of Common Mobility. These vehicles will then be available through the digital platform. Agencies with few or no light vehicles can benefit from the use of other agencies' light vehicles shared on the platform.

Common Mobility can be adopted and implemented in a number of ways, depending on country (or location) specific characteristics. The following possible scenarios are, in fact, all examples of Common Mobility:

- A large Agency with a considerable number of vehicles offering its mobility services to other Agencies, in order to optimise its fleet utilisation and reduce spare capacity
- Smaller Agencies with no vehicles/drivers wishing to benefit from mobility services offered by other Agencies
- OMTs/Agencies intending to share their vehicles through the Hub (fleet pooling)

### **Efficiency Gains**

The use of the digital platform can be transformational in the way passenger mobility services are delivered in the field as it provides:

- **Time savings**  
It reduces or eliminates numerous activities through automation (i.e. online bookings with automatic client data retrieval, automatic booking confirmation emails to users, digital trip consolidation/carpooling, automated services KPIs and monthly reporting, digital logbook, etc.).
- **Cost avoidance (cash savings)**  
It generates efficiencies for the UN system, reduces overhead costs and releases, as a consequence, funds for mission-critical activities.  
Increased carpooling results in saved trips and significantly lower operational costs.  
Going forward, once operational mobile services data is gathered, fleet optimization can be achieved, both in terms of model profiles and total vehicles.
- **Cost recovery**  
It allows UN Agencies to increase the vehicle utilisation rate by sharing any spare capacity with other UN agencies.
- **Quality improvements**



It significantly improves the customer experience of the service by offering bookings and confirmation emails with service details, both on the move. It also improves the service administrators experience in managing their daily operations.

It provides data to calculate CO2 emission reductions from trip consolidations and carpooling.

In line with UN Reform Client Satisfaction Principles, it allows tracking of customer feedback for continuous service delivery improvement. It streamlines best practices across the UN family.

### **The UN proprietary field delivery platform on full cost recovery**

WFP first developed the Hub service in-house for its internal operations before transforming it into a UN proprietary platform for the delivery of humanitarian field services. The platform is offered to UN Partners via a service set-up fee, together with an annual operational support flat fee per location, based on the number of assets (guest houses, vehicles, and drivers, clinics). No cost recovery for past digital transformation investments is required. At present, only UN Agencies can provide services via the Humanitarian Booking Hub.

### **Implementation**

Should a UN Agency decide to offer a service through the Humanitarian Booking Hub, the following steps apply:

1. The Agency contacts the Global Mobility Team of the Humanitarian Booking Hub by writing to [global.mobility@wfp.org](mailto:global.mobility@wfp.org)
2. The Global Mobility team sets up an initial meeting for the interested Agency to include both a demo of the system and a joint assessment of service requirements (e.g. number of locations, light vehicles and drivers, specific service information).
3. The Agency then completes a form detailing its fleet and personnel composition
4. The Agency would then go through a trial use of the platform, following which a Service Agreement is signed between WFP and the Agency.
5. The Global Mobility Team begins rolling out the service on a country-by-country basis (or location-by-location basis depending on the type of agreement signed: HQ level, CO level, etc.) The team provides the required information and relevant documents to start the onboarding process and create the Driver Hub.
6. The Global Mobility Team trains the Fleet Managers and appointed personnel on the use of the Driver Platform through video conferencing sessions. Teams-based support is provided throughout the implementation process.
7. The Global Mobility Team guarantees its full support throughout the whole process by providing bespoke training material (manuals and webinars) and tailored advice, thereby assisting the digital transformation of all operations.

The implementation phase can take as little as one week or one month (or more), depending on local factors such as the availability of the fleet management staff for training and the speed at which the onboarding process can take place.

## **BOS 2.0 Implementation**

The following recommendations should be considered in the implementation of the UN Common Mobility and Carpooling Common Service within the BOS 2.0 stages. All WFP operations are already using this tool, while UNICEF operations will be onboarded throughout 2021.

### **a) Kick-Off:**

Identify participating Agencies for this service. The Service Agreement will provide the accountability framework for this service.

### **b) Stock Take:**

Vehicle utilisation rates will help determine if the existing service should be scaled up, down, or discontinued.

Given that each location can generally apply the same pricing structure on the UN Driver platform as it would with a paper-based system, no specific stock-take calculations are necessary before proceeding with the implementation. However, the platform's comprehensive reporting tools mean that each location will have access to a wealth of data for monitoring and optimizing fleet performance in time.

### **c) Opportunity Analysis:**

The Common Mobility and Carpooling Service of the Humanitarian Booking Hub can boost UNCT/OMT inter-agency collaboration and common service by offering a UN common platform.

By using the common mobility service for internal service delivery, country operations can automatically generate service delivery KPIs informing future decision-making on long-term asset management (vehicles) and service development.

Some of the expected key improvements and benefits of the Mobility Service adoption are improved customer service, delivery accountability, digital automation savings, trip consolidations, and carpooling.

### **d) Cost-Benefit Analysis**

A simplified Cost-Benefit Analysis is available in the BOS platform to support UNCT/OMTs calculate cumulative cost avoidance if the Common Mobility Service is adopted for local operations.

	Current costs and KPIs					Future costs and KPIs					Cost avoidance and KPIs improvement					Total
	yr 1	yr 2	yr 3	yr 4	yr 5	yr 1	yr 2	yr 3	yr 4	yr 5	yr 1	yr 2	yr 3	yr 4	yr 5	
<b>MOBILITY</b>																
<b>One time cost</b>																
Set up costs for mobility platform																
Optional cost driver [vehicle acquisition]																
<b>Recurring costs</b>																
Platform licence and maintenance costs																
Annual spent on fuel																
Annual spent on maintenance																
Optional cost recovery [common mobility service]																
<b>Labour cost</b>																
Annual FTE costs of mobility services (i.e. bookings, carpooling, invoicing, reporting)																
<b>Total costs</b>																
<b>Service KPIs</b>																
Customer Satisfaction on service quality (1 to 5)																
Cost avoidance from this collaboration (USD)																

**Set-up costs** refer to the one-time cost of setting up the platform and any optional savings from reducing vehicle acquisitions in future years due to inter-agency collaboration.

**Recurring costs** refer to platform licence fees, fuel, maintenance, and optional costs for using other Agencies vehicles for own mobility services.

**Labour costs** refer to mobility service administration (i.e., booking, carpooling, invoicing, and reporting activities).

### e) Planning Framework

Once Agencies have adopted the Mobility Service, major delivery KPIs will be automatically generated in real-time by the platform for increased accountability.

Examples of KPIs to consider, in addition to the overall utilisation rate, are vehicles to drivers rate, average trips per vehicle, average passengers per trip, total number of airport, in-town and out-of-town trip, ranking of functions requesting passenger mobility services (i.e. logistics, M&E, administrative staff), customer satisfaction per trip, service point, Agency and country, trip per Agency.

### f) Implementation Plan:

The implementation timeframe will vary according to the size of the assets registered on the platform and the local team's speed in providing all the necessary information to roll out the service. For example, an agency with 10-20 vehicles may take one week to implement the service, whereas an agency with 200 vehicles may take a month or more depending on a number of variables. Convenient timelines will be discussed between the Global Mobility Team and the agency in question.

### g) Sign Off:

In order to achieve the desired objectives in terms of quality and efficiency gains, a pilot/beta testing phase can be implemented to address the technical and training capacity before launching the agency-wide programme.

## **Sustainability and Scalability**

WFP is committed to the long-term development of the Humanitarian Booking Hub and the service lines offered.

Adoption of the Mobility Service will enable Agencies to digitally transform in a rapid fashion their field operations and help define a uniform service to all UN personnel and administrators.

The successful adoption model enables the WFP's Global Mobility Team to roll out the hub to other Agencies with a tried-and-tested approach, leading to reduced implementation times and maximum fleet-staff engagement.

## **Other sources of information**

More information can be found at [humanitarianbooking.org](https://humanitarianbooking.org). Please watch [this video](#) for a brief overview of the services available on the Humanitarian Booking Hub and this [video](#) for a demonstration of the back-office services available in the Digital Office.

UN Agencies wishing to use the Humanitarian Booking Hub to offer UN Common Mobility and Carpooling Services should contact [global.mobility@wfp.org](mailto:global.mobility@wfp.org).

## **Conclusion**

The WFP Driver Booking Hub is an innovative, easy-to-use digital platform providing clear benefits for both travelling staff and fleet teams. It has digitally transformed the way in which UN agencies provide the service by fostering carpooling and brought efficiency gains thanks to service automation and trip consolidation. After the rapid and successful roll out within WFP, and more recently UNICEF (also, with IFAD planning to start pilots in Q1 of 2021 and FAO in discussions), this tried and tested tool is ready for adoption by other UN Agencies to enhance inter-agency collaboration and harmonization in field operations within the BOS framework, and in line with the Business Operations Task Team (BOTT formerly Business Innovation Group-BIG) principles of mutual recognition, costing and customer satisfaction.

**[Join us in creating the UN Common Mobility and Carpooling Service together.](#)**