Graph 1
Management survey: Where we want to be
Bubbles represent countries. Sized # indications of survey respondents. Top left = most vulnerable, least developed.

UNOPS Typology
- Countries in special and fragile situations
- Other programme countries
- Other countries and territories
Graph 2
Portfolio analysis:
Where we are

Bubbles represent countries. Sized by 2018-2021 average expense. Top left = most vulnerable, least developed.

UNOPS Typology
- Countries in special and fragile situations
- Other programme countries
- Other countries and territories
Graph 3: Portfolio review. Primary SDG mapping for active engagements 2022 ($ millions, excluding ‘PharmaMex’).
Graph 4: Partner survey. UNOPS as an implementing partner for the SDGs.
Graph 5: Management survey. Where we have a credible value proposition (# indications, multi-select)
Graph 6: Management survey. *Where we should build* a credible value proposition (# indications, multi-select)
Graph 7

Management survey:
"Which of the three roles and value propositions do you think our partners would mainly use to describe UNOPS today?"

"Which of the three roles and value propositions do you think our partners should use to describe UNOPS five years from today?"

Partner survey
"What would best describe UNOPS role in our current partnership?"

"What would best describe UNOPS role in our future partnership?"

- **Integrated solutions**
  - Current role: 38%
  - Future role: 43%
  - "Implement complex projects with several interrelated parts by applying systematic and comprehensive approaches, combining support services with technical advice"
  - Management survey: 38%
  - Partner Survey: 43%

- **Support services**
  - Current role: 85%
  - Future role: 56%
  - "Solve routine, often simple problems, at low cost"
  - Management survey: 85%
  - Partner Survey: 56%

- **Technical advice**
  - Current role: 1%
  - Future role: 8%
  - "Help partners decide on an ill-defined issue, based on our track record of dealing with similar problems"
  - Management survey: 1%
  - Partner Survey: 8%
Graph 8: Principal expense. Primary SDG mapping for active engagements 2022 ($ millions, excluding ‘PharmaMex’).
Graph 9: Agent expense. Primary SDG mapping for active engagements 2022 ($ million, excluding ‘PharmaMex’)
Graph 10: Portfolio analysis. Expense by secondary SDG 2022 ($ millions, excluding ‘PharmaMex’)

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- SDG 1: 117
- SDG 2: 196
- SDG 3: 203
- SDG 4: 110
- SDG 5: 617
- SDG 6: 202
- SDG 7: 219
- SDG 8: 528
- SDG 9: 251
- SDG 10: 391
- SDG 11: 152
- SDG 12: 130
- SDG 13: 198
- SDG 14: 4
- SDG 15: 5
- SDG 16: 362
- SDG 17: 626
Graph 11: Management survey. Cross-cutting SDGs (# indications, multi-select)
Graph 12a: Management survey. Capacity to support implementation of innovative and blended finance through infrastructure, procurement and project management services (share of indications, single select)

Graph 12b: Management survey. Capacity to provide upstream advisory services on innovative and blended finance for design and development of projects and programmes (share of indications, single select)