



# Portfolio analysis 2014-2022

Supplement to the midterm review of the  
UNOPS strategic plan, 2022-2025

**BUILD  
THE FUTURE**

# UNOPS Portfolio analysis

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*What we did, why, where, and with whom\**



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## Summary findings

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*\*Based on the Data Standards for United Nations System-wide reporting of Financial Data.*

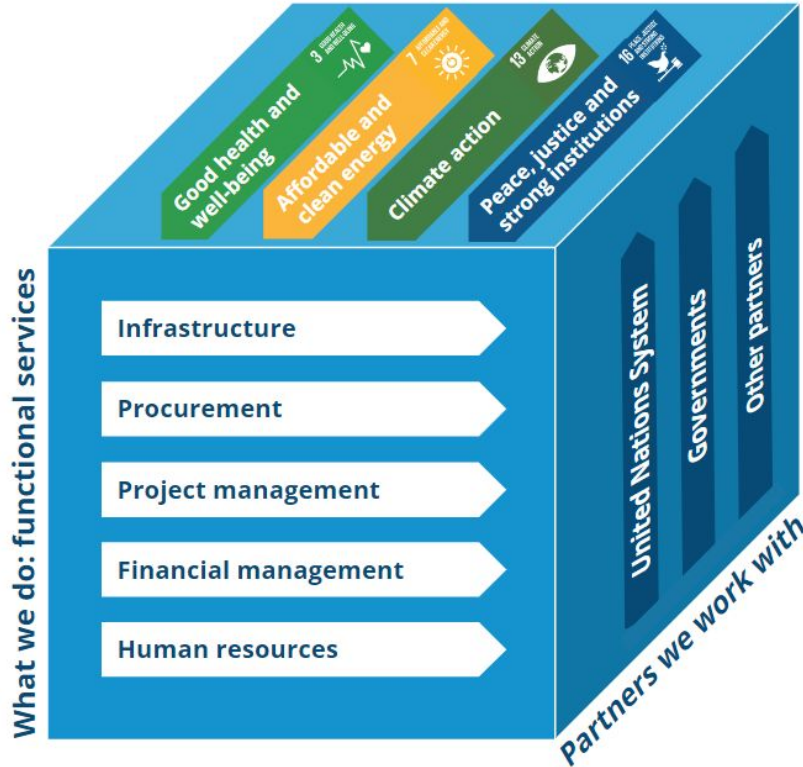
## Methodological note

# Introduction

# UNOPS portfolio analysis: Introduction



## Substantive focus of what we do



The maturity of the UNOPS capacity and standards is a function of three mutually reinforcing elements that are brought together for implementation:

- ❖ Substantive focus of what we do
- ❖ Partners we work with
- ❖ What we do - functional services

The three dimensions are the main features of our performance-based operating model, and we bring them together to create value with effect for the Goals.

What we do and where we operate is ultimately a function of partners' demand.

We can expand implementation capacity for all Goals, but focus efforts to build capacity for those where we anticipate particular demand.

The theory of change is simple: the more we intentionally focus our actions for impact, and design them based on quality standards, the more likely it is that the contributions will be effective.

# Framework for restating the UNOPS strategic plan, 2022-2025

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Analysis underpins the restated strategic plan: **Global outlook**

**I. A. Global outlook:** *“In line with the quadrennial comprehensive policy review, focus on helping people and supporting countries in particular need, including least developed countries, landlocked least developed countries, small island developing States, countries in conflict and post-conflict situations, and the most vulnerable people in middle-income countries.”*



Analysis underpins the restated strategic plan: **UNOPS positioning and collaboration with the UN system**

**I. B. UNOPS positioning and collaboration with the United Nations system** *“Reaffirm that UNOPS will continue to expand partners’ implementation capacity for acceleration of the Sustainable Development Goals, while intensifying its focus on some where it has significant experience and/or anticipates particular demand for the support it can offer its partners by matching functional capacity with substantive needs...”*



Analysis underpins the restated strategic plan: **What we do: operational priorities**

**I. A. Capacity and value proposition** *“Articulate the UNOPS value proposition with offerings combining substantive and functional perspectives, and provide clarity on the type(s) of role(s) UNOPS can assume when responding to the needs of clients and partners, including by considering the level of maturity of the capacity and standards in different focus areas...”*

## Executive Board decision 2023/4

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Reinforces request to proceed with midterm review+ and restated Strategic Plan, 2022-2025

*“The Executive Board...*

*2. Requests that UNOPS proceed with preparations for a midterm review+ and restated Strategic Plan, 2022-2025, in accordance with its proposal as contained in the information note;”*



Underlines need to refocus on original mandate

*“The Executive Board...*

*5. Welcomes UNOPS implementation of Board decision 2022/24 to disengage from any direct impact investment finance and underlines the need to refocus on UNOPS original mandate, providing technical expertise in infrastructure, procurement and project management;”*

# Summary and key findings

# Highlights from the review of UNOPS portfolio 2014-2022

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## **Substantive focus for what we do**

- ❖ UNOPS can be a resource for implementation capacity for all the goals. The substantive focus of our activities is ultimately a function of partners' demand.
- ❖ A mapping of 'primary' Goals to which UNOPS contributes, completed in early 2023, highlighted particular capacity for supporting Goals 3 and 16; as well as Goals 1, 11, 10, 13 and 4. Further, a mapping of 'secondary' Goals indicates capacity to support partners' achievement of Goals 5, 8, 10 and 13.
- ❖ The support to a number of 'primary' Goals may warrant additional unpacking, communication, and targeted efforts (9, 13, 7); the same holds true for some 'secondary' Goals (12, 17).

## **What we do with whom**

- ❖ UNOPS supports its partners' capacity through five functional services delivered as one of three services models, with demand varying by partner group and context.
- ❖ Demand for integrated solutions in infrastructure, project management and procurement services is strongest from governments, international financial institutions, and intergovernmental organizations.
- ❖ Governments of programme countries have strongest demand for technical advice; while United Nations partners are most prone to request support services for human resources.

## **Where we operate to expand implementation capacity to support countries and the most vulnerable people**

- ❖ UNOPS has a global reach, with activities in more than 85 countries. Its support doubled during the two most recent strategic planning periods, from \$1.2 billion in 2014 to \$2.4 billion in 2021.
- ❖ About 70 per cent of in-country activities were in countries in special and fragile situations.
- ❖ Demand increased for services and technical support in middle-income countries that are home to many of the people left farthest behind.



# Substantive focus for what we do

- ❖ **The Sustainable Development Goals**
- ❖ **United Nations Pillars**
- ❖ **Development sectors (OECD/DAC)**

# Summary findings: substantive focus for what we do

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## Sustainable Development Goals (SDGs)

- ❖ A new initiative in 2022 undertook an initial mapping of contributions of the ongoing portfolio to the Goals.
- ❖ The analysis showed a particular demand for contributions to Goals 3 and 16.
- ❖ It also demonstrated that UNOPS engagements provide secondary contributions to Goals 5, 8, 10, 16, either by the outputs they provide, or through how they are implemented.
- ❖ Finally, efforts were initiated to better understand *direct* and *indirect* contributions that UNOPS makes to countries achievement of the Goals.

## United Nations Pillars

- ❖ UNOPS can support across all three pillars of the United Nations: Peace & Security, Humanitarian, and Development, including in the Nexus.
- ❖ Support for all three pillars grew, especially the Development and the Humanitarian Pillars.
- ❖ Activities in support of the Development Pillar remained the most prominent.

## OECD/DAC development sectors

- ❖ UNOPS provides support under most of the OECD/DAC sectors.
- ❖ Activities in relation to the sector 'Social Services and Infrastructure' represent the largest part of UNOPS portfolio, and grew during most years.
- ❖ The sectors of 'Economic Infrastructure and Services', 'Multisector' (mostly environment) and 'Humanitarian Aid' all grew and represent similar shares of the portfolio.

# The Sustainable Development Goals (SDGs)

- Primary and secondary Goals
- Direct and indirect contributions

# Global proxy capacity to contribute to the achievement of the Goals

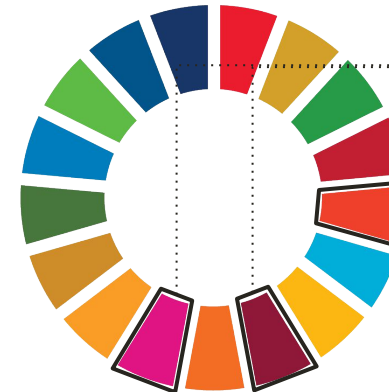
## Overview

- ❖ In 2022, UNOPS undertook an exercise to map all ongoing engagements as of Q4 2022 to one *primary* and, where applicable and appropriate, one or more *secondary* Goals.
  - **Primary** SDG means that the engagement *mainly* contributed to the achievement that SDG.
  - **Secondary** SDG means that the engagement *also* contributed to one or more other SDGs, either through the outputs delivered, or as part of the engagement design and how it was subsequently delivered.
- ❖ The following slides present the results of the mapping, based on the associated 2022 expenses and personnel.
- ❖ Together, this provides a proxy for UNOPS capacity to contribute to countries' achievement of the SDGs.

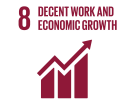
## Illustration



**1 primary Goal**



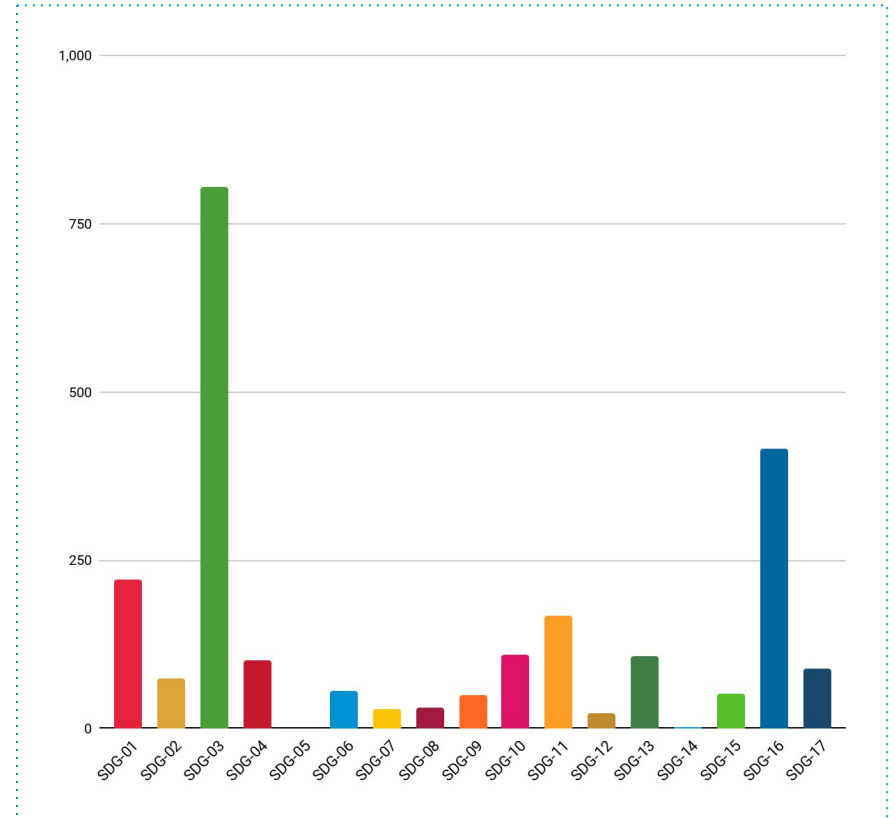
**1+ secondary Goals**



# Global proxy capacity to contribute to the achievement of the Goals: primary SDG

Expense by primary SDG, 2022 (\$ millions, excluding 'PharmaMex')

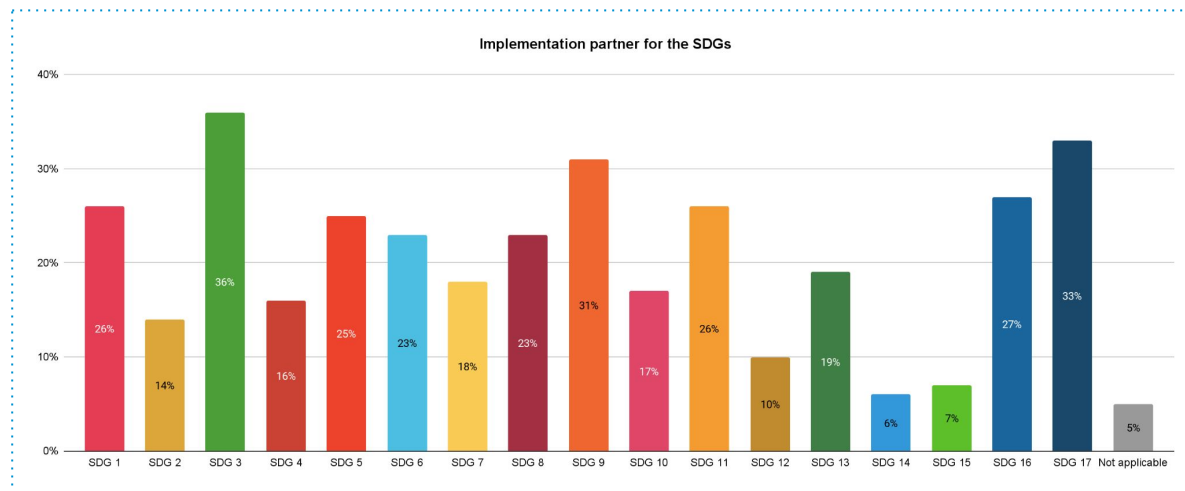
- ❖ The analysis of engagements mapped to a *primary* SDG showed particular demand for contributions to:
  - **Goal 3 'good health and well-being'**
  - **Goal 16 'peace, justice, and strong institutions'**
- ❖ This is reinforced when life-time expense of all mapped engagement is considered.



# Partners' SDG priorities: 2022 Partner survey results

*Responses from partners, partner survey 2022 (share of partners who voted for an option; all option could be selected)*

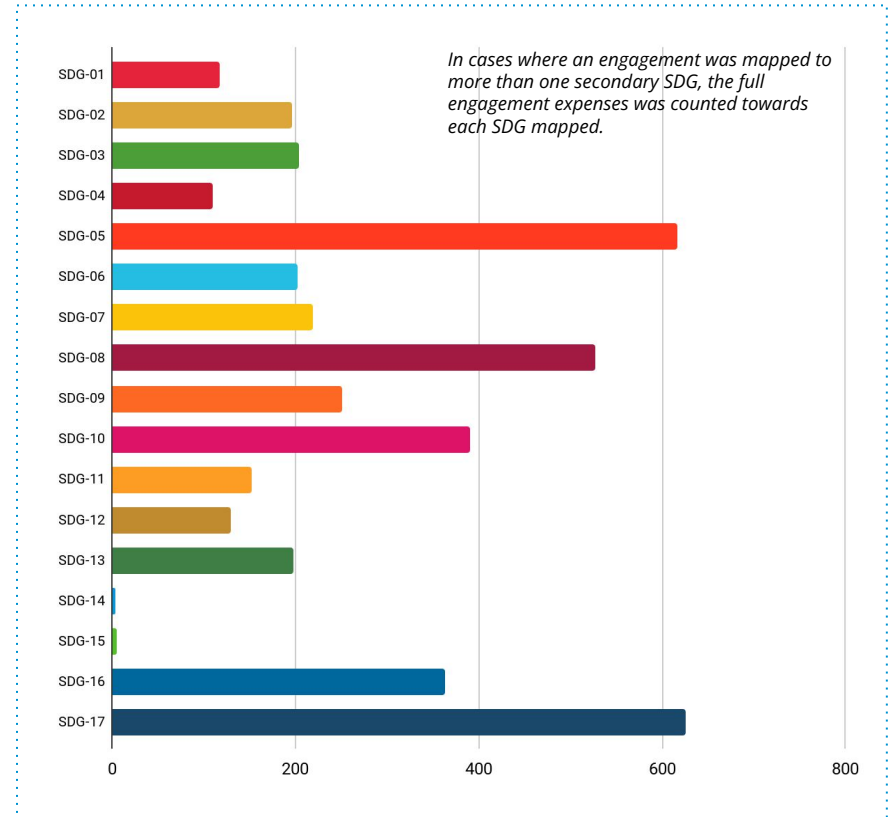
- ❖ In 2022, UNOPS asked its partners for feedback and perception of its contributions and services. 963 responses from over 130 countries were received.
- ❖ About 75% of partners agreed that UNOPS delivers services that impact the SDGs. They see UNOPS as a partner across all the SDG, with particular demand for support to:
  - **SDG 3** 'good health and well-being';
  - **SDG 16** 'peace justice and strong institutions', where our support is well-recognized;
  - **SDG 9** 'industry, innovation and infrastructure', which may reflect recognition of UNOPS capacity for infrastructure in general;
  - **SDG 17** 'partnership for the goals', which seems to suggest a general recognition of the importance of partnerships and the UNOPS role as an implementing partner.



# Global proxy capacity to contribute to the achievement of the Goals: secondary SDG

Expenses to secondary SDG, 2022 (\$ millions, excluding 'PharmaMex')

- ❖ In addition to associating each engagement with one *primary* SDG, engagements were also, where applicable and appropriate, mapped to one or more *secondary* SDG.
- ❖ More than half of engagements were mapped to at least one *secondary* SDG.
- ❖ Most prominently, SDGs 5, 8, 10 and 16 were mapped as secondary Goals.
- ❖ The mapping of Goal 17 as a major secondary goal may indicate general recognition of the importance of partnerships and the UNOPS role as an implementing partner.



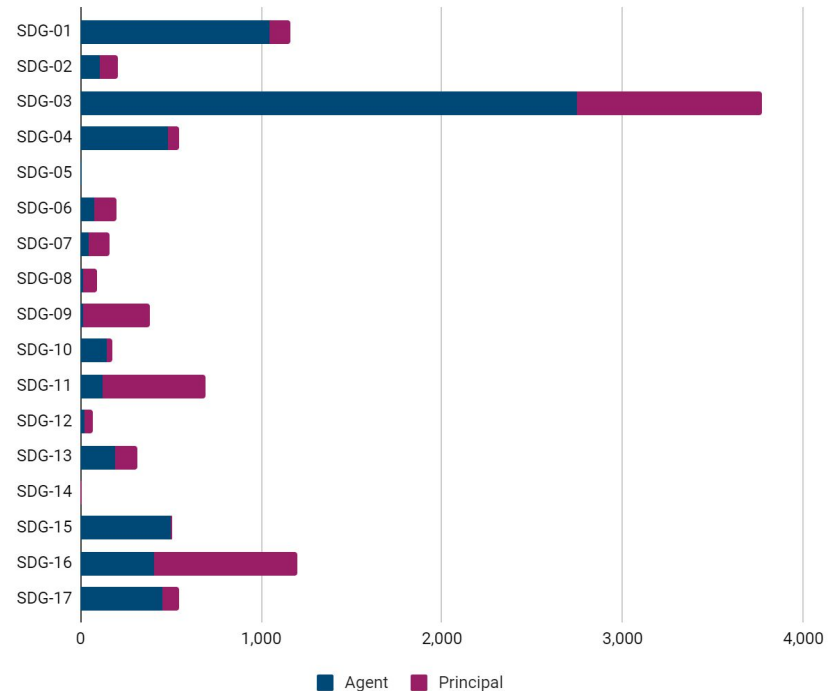
# Direct and indirect contributions to the SDGs

## Expense to date by Principal - Agent classification (US \$, excluding 'PharmaMex')

- ❖ To understand better the contributions UNOPS can make to the objectives of its partners, we reviewed how the engagements mapped to SDGs in 2022 were classified in relation to the Principal - Agent distinction.<sup>\*</sup>
- ❖ Leaning on the classification of projects that underpins this distinction, we can infer the nature of UNOPS contributions to the objectives of its partners.
  - Integrated solutions are often principal, typically with direct contributions to partners' objectives.
  - Support services are often agent, typically with indirect contributions to partners' objectives.
- ❖ The preliminary analysis suggests that UNOPS tends to contribute more directly to partners' achievement of SDGs 16, 11, 9, 6, 8, 12 and 14; while its contributions to SDGs 3, 1, 17, 7, 4, 15, 13, 2, 10 and 5 tend to be more of an indirect nature.

<sup>\*</sup>The engagement-related expense is preliminary and unaudited. While the general principle of association of service models, agent/principal and direct/indirect is logically sound, a detailed analysis of individual projects will present a more complex picture.

Direct and indirect contributions to SDG



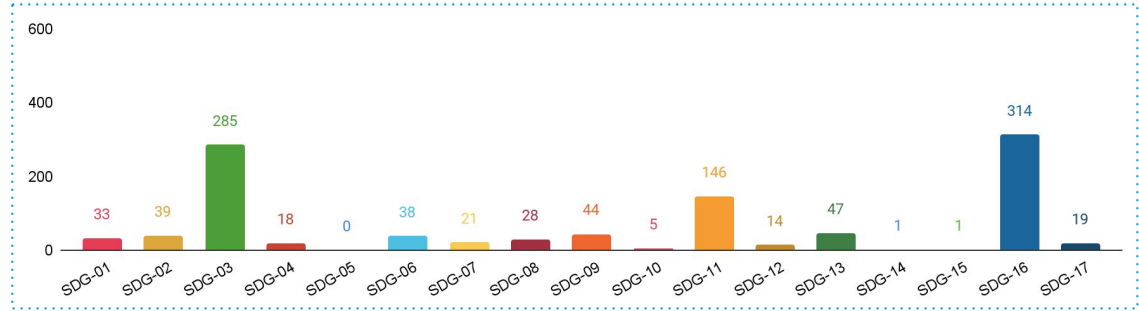


# Direct and indirect contributions to the SDGs

## Expense to date by Principal - Agent classification (\$ millions, excluding 'PharmaMex')

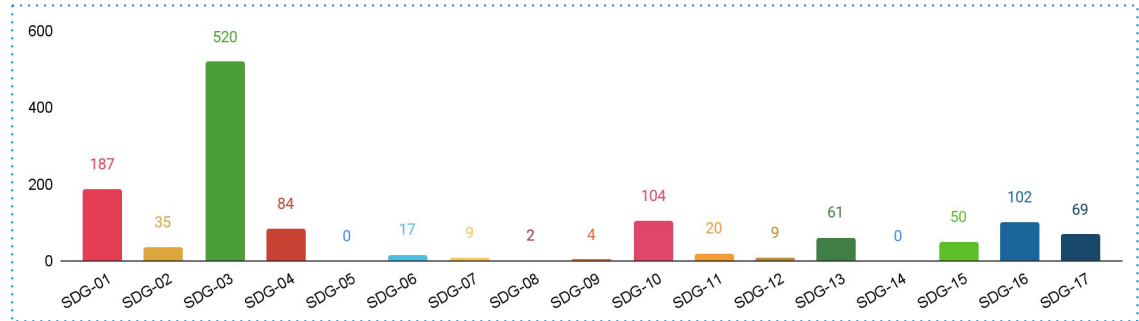
### Principal expense by SDG

Indicating significant principal activity in support of Goals 3, 11 and 16, predominantly through procurement, project management, and infrastructure.



### Agent expense by SDG

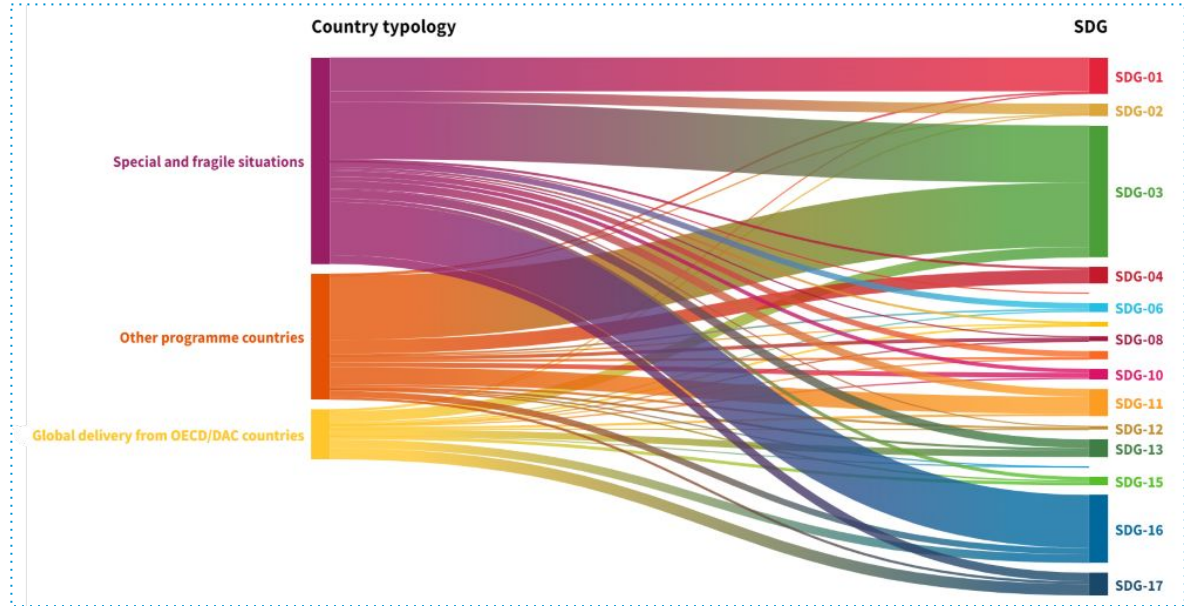
Indicating significant agent activity in support of Goal 3 and 1 predominantly through procurement and financial management services. In addition, there is significant HR services providing indirect support for Goals 10 and 16, as well as procurement services for Goals 4 and 16.



# UNOPS contributions to SDGs in countries

Expense by primary SDGs and type of country, 2022 (\$ millions, excluding 'PharmaMex')

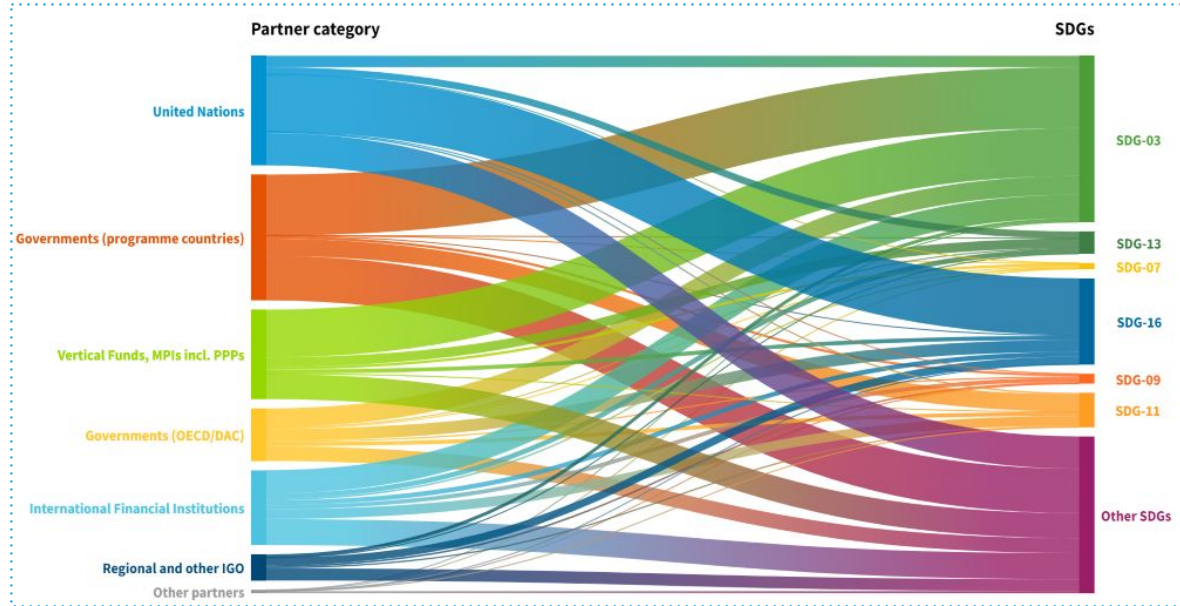
- ❖ In 2022, countries in special and fragile situations were particularly supported in achieving **Goal 3 'good health and well-being'**, **Goal 16 'peace, justice and strong institutions'** and **Goal 1 "No poverty"**
- ❖ In other programme countries, UNOPS also notably contributed to its partners' achievements of **Goal 11 'sustainable cities and communities'** and **Goal 4 'quality education'**



# The SDGs we help our partners to achieve

Expenses by partner group and focus SDG contributed to, 2022 (\$ millions, excluding 'PharmaMex')

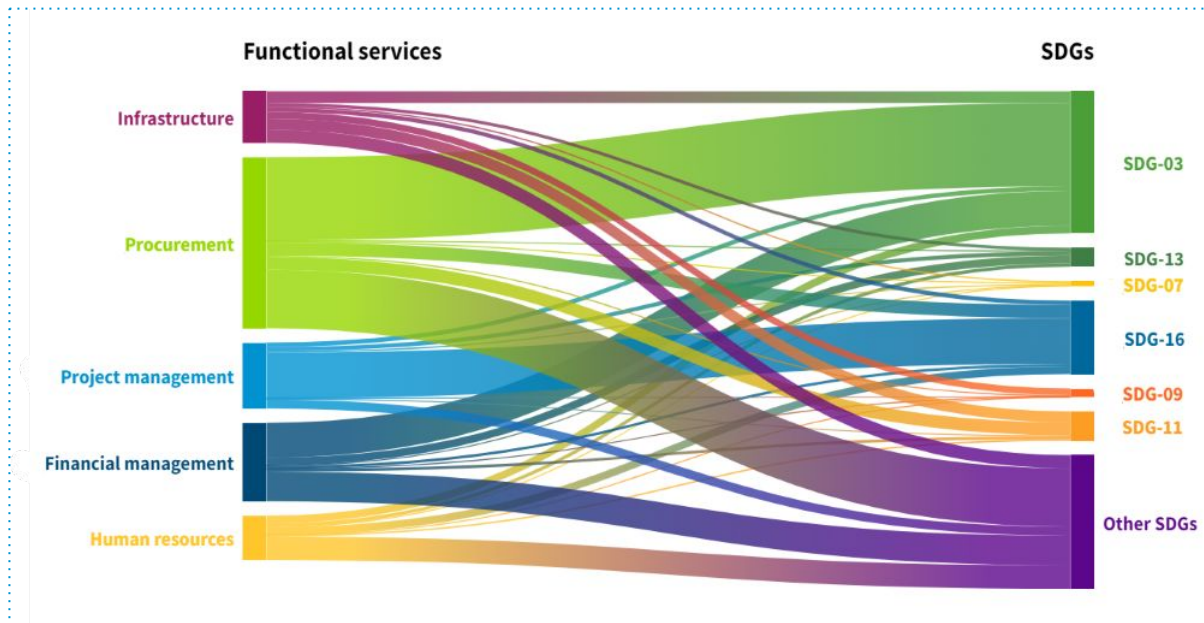
- ❖ UNOPS can help its partners in achieving all the SDGs.
- ❖ Our partners' demand and our capacity to respond can and do intersect for meaningful contributions more prominently for some than for other SDGs.
- Support to **SDG 3** has been consistently in high demand for many years, and we support many partners including governments, vertical fund, and IFIs.
- We anticipate that demand for support to **SDG 13** and, closely related, **SDG 7**, will gain prominence, for which we want to be ready.
- Support to achieving **SDG 16** has been a major area of activity for UNOPS for many year, and we support primarily the United Nations in this area.
- Infrastructure is relevant for all SDGs. UNOPS support in relation to **SDG 9** as well as **SDG 11** is most in demand by government and IFI partners.



# Functional services contributing to SDGs

Expense by functional service and UNOPS focus SDGs, 2022 (\$ millions, excluding 'PharmaMex')

- ❖ The analysis shows that all five types of services were leveraged for activities contributing towards all the SDGs.
- ❖ **Goal 3 'good health and well-being'** was supported mainly by procurement services. Infrastructure, financial services, project management and human resources services additionally enabled contributions to Goal 3.
- ❖ **SDG 13 'climate action'** was primarily supported with financial management and project management services, while **SDG 7 'affordable and clean energy'** was supported mostly with infrastructure and project management services.
- ❖ **Goal 16 'peace, justice and strong institutions'** was supported mainly through project management and procurement services.



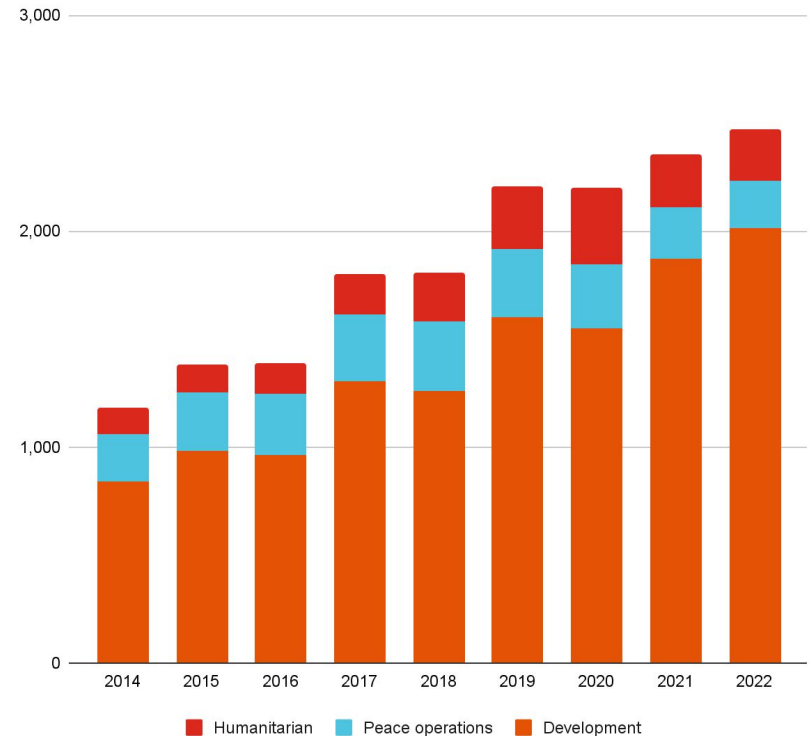
# United Nations Pillars

- **Development**
- **Peace and security**
- **Humanitarian**

# The support we provided under the UN Pillars

Expense by UN pillar, 20214-2022 (\$ millions, excluding 'PharmaMex')

- ❖ Demand has increased under all three pillars. Thus, activities under all three pillars have contributed to the growth.
  - Activities under the development pillar have increased 53%\*, 77% of growth since the last strategic planning period\*\*.
  - Activities under the peace and security pillar have increased 9%, 3% of growth.
  - Activities under the humanitarian pillar have increased 95%, 19% of growth.



Based on summary expenses in 2018-2021. Expense not mapped to a UN Pillar not shown.

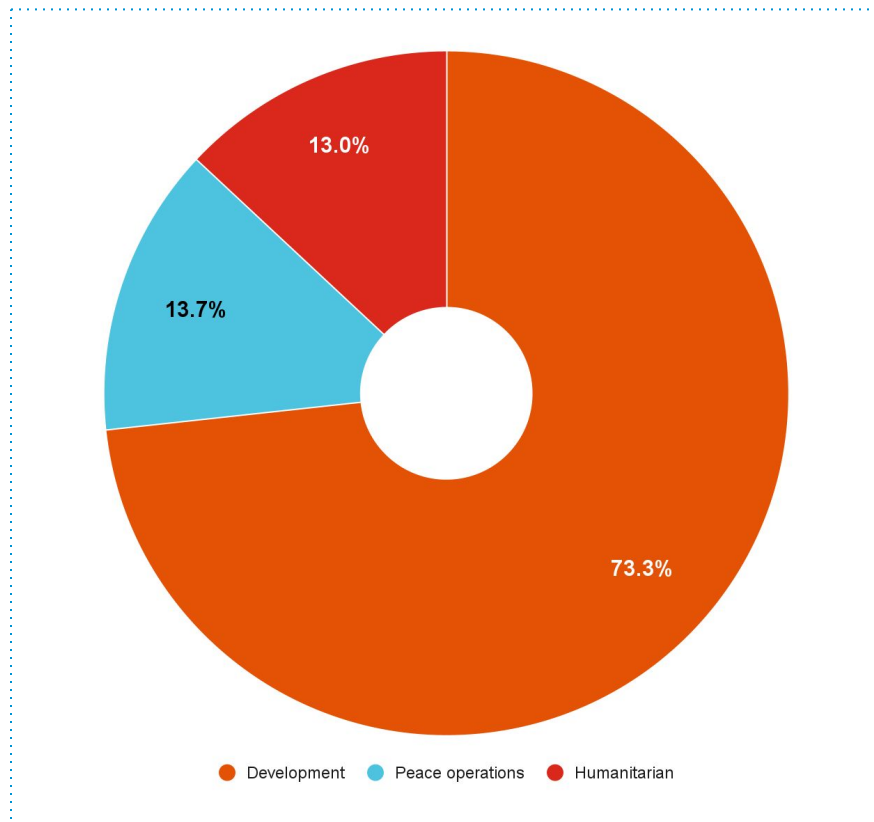
\* Compared to summary expenses for the 2014-2017 period.

\*\* Share of overall growth when comparing the two periods of 2014-2017 and 2018-2021.

## The support we provided under the UN Pillars

*Expense by UN pillar, 2018-2021 (Share of \$ millions, excluding 'PharmaMex')*

- ❖ UNOPS can support across the three United Nations Pillars, including in the Nexus.
- ❖ Support under the pillars was
  - 73% development;
  - 14% peace and security;
  - 13% humanitarian.

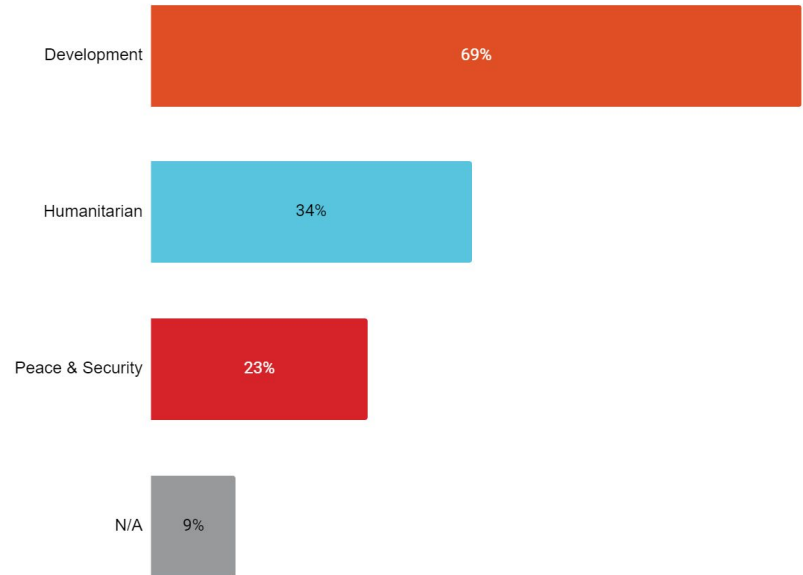


## Partners' demand under the UN pillars

*Partner Survey results, 2022 (950+ responses)*

- ❖ In the 2022 partner survey, we asked partners in which of the three UN pillars they work with UNOPS.
- ❖ More than two thirds thus indicated the Development pillar; another third the Humanitarian pillar; and a little more than 20% the Peace and Security pillar.

### Three pillars of the United Nations





# Development sectors (OECD/DAC)

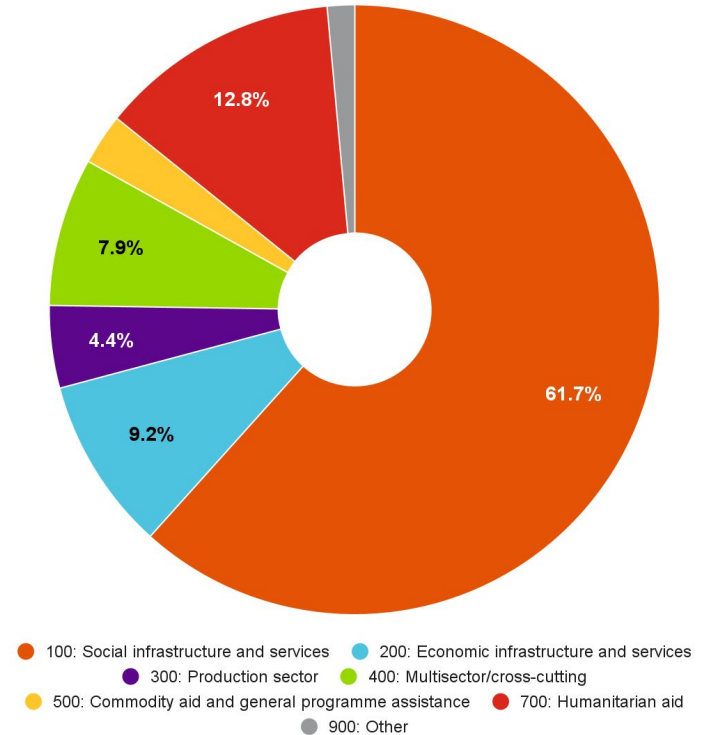
- **Social infrastructure and services**
- **Economic infrastructure and services**
- **Production**
- **Multi-sector/cross-cutting**
- **Commodity aid and general programme assistance**
- **Humanitarian aid**
- **Other**

# The development sectors we worked in

Average expense by UN pillar, 2018-2021 (Share of \$ millions, excluding 'PharmaMex')

The sectors with most activities were

- ❖ 61% Social infrastructure and services;
- ❖ 13% Humanitarian aid;
- ❖ 9% Economic infrastructure and services;
- ❖ 8% Multisector/ cross-cutting;

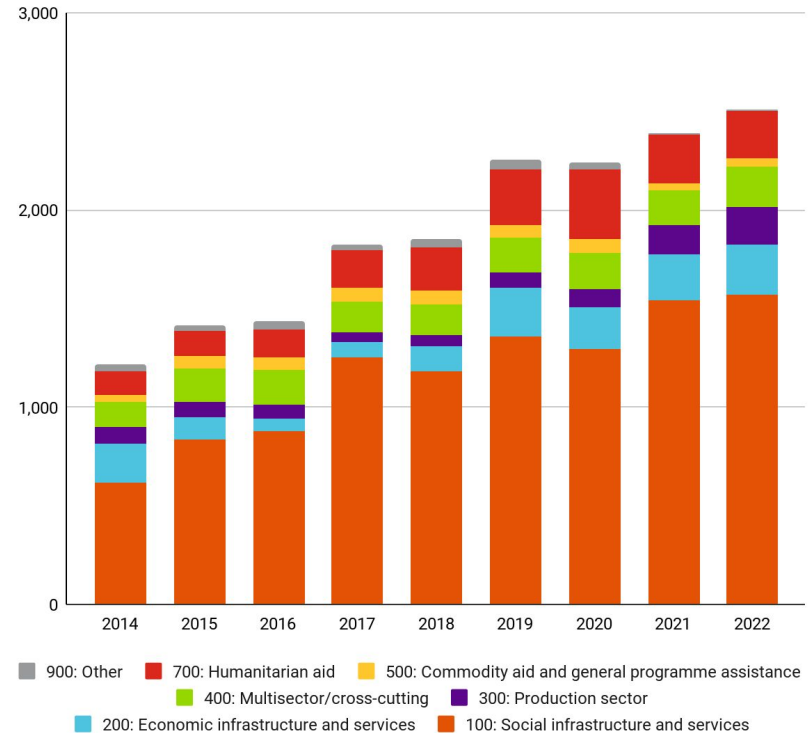


# The development sectors we worked in

Expense by OECD/DAC sector, 2014-2022 (\$ millions, excluding 'PharmaMex')

Activities across most sectors have contributed to the growth. Most significantly in:

- ❖ The social infrastructure and services sector increased 50%\*, 63% of growth\*\*. Particularly in the sub-sectors of:
  - Health;
  - Conflict prevention and resolution, peace and security;
  - Government and civil society.
- ❖ The humanitarian aid sector increased 95%, 19% of growth.
- ❖ The economic infrastructure and services sector, particularly in the energy sub-sector, increased 75%, 12% of growth.



\* Compared to summary expenses for the 2014-2017 period.

\*\* Share of overall growth when comparing the two periods of 2014-2017 and 2018-2021.

# What we do with whom

- ❖ **Functional services**
- ❖ **Types of partners**

# Summary findings: What we do with whom

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## Functional services

- Procurement services have become the most in-demand services over the last two strategy periods.
- While the share of infrastructure services has declined in relative terms, it has remained relatively stable in absolute terms.
- Project management has grown significantly, and partners indicate strong future demand this service.
- Demand for financial management services and HR services has grown modestly; both service lines are more relevant to, and in demand by, some partner categories than others.

## Types of partners

- The United Nations and governments remain the largest partner groups for UNOPS.
- Particularly support to programme country governments and IFIs has increased in recent years.
- The support to the United Nations remained relatively stable over time.

# Functional services

- Infrastructure
- Procurement
- Project management
- Financial management
- Human resources

## Five functional services

*Average expense by functional service, 2018-2021 (Share of \$ millions, excluding 'PharmaMex')*

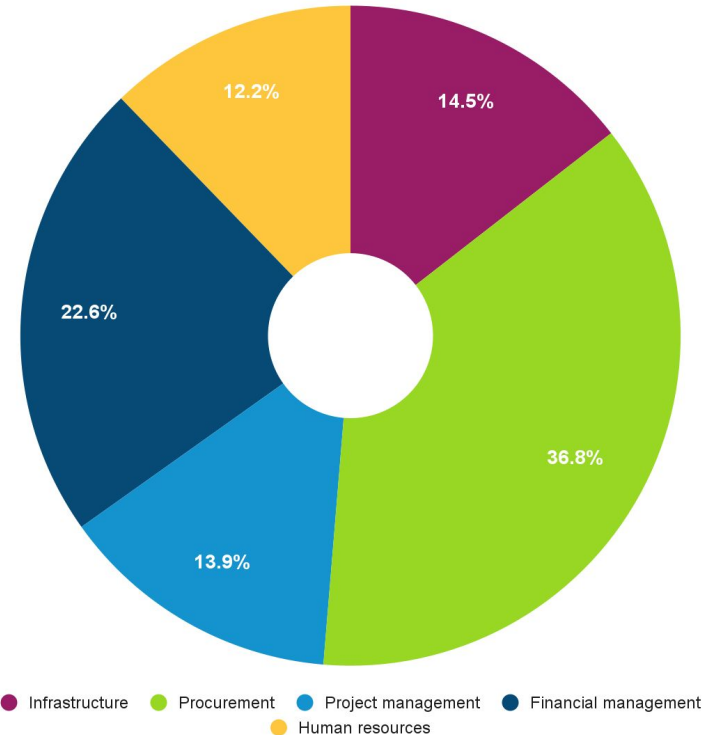
**Infrastructure:** Plan, design and construct sustainable, inclusive and resilient infrastructure, and advise governments on making infrastructure more effective.

**Procurement:** Help governments and other partners plan and implement transparent, cost-effective public procurement for sustainable impact.

**Project management:** Apply sustainable approaches to implement projects, programmes and portfolios.

**Financial management:** Support implementation of grants and multi-partner pooled funds, and provide fiscal oversight for projects, programmes and portfolios.

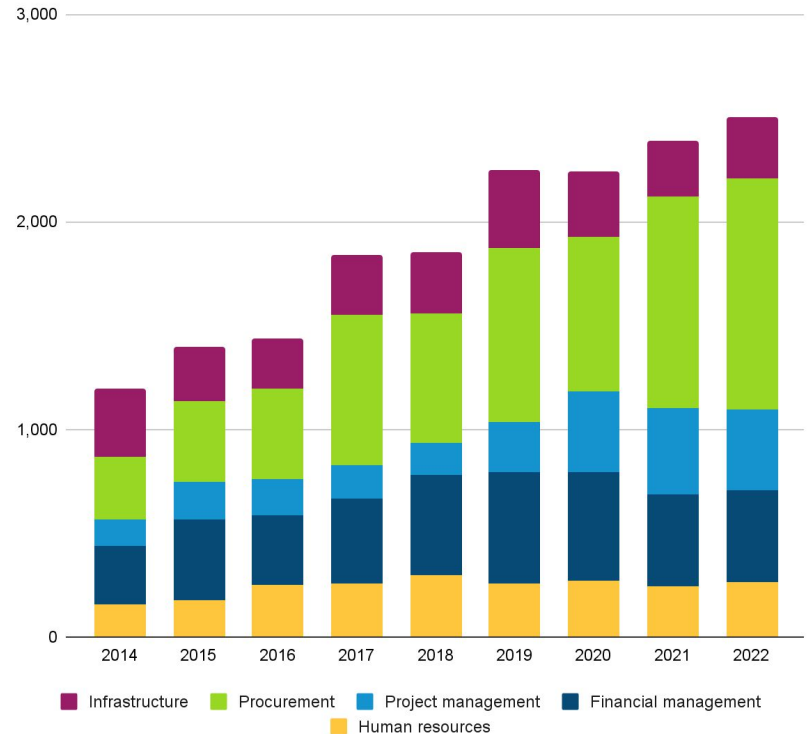
**Human resources:** Provide flexible, tailored human resources solutions to United Nations partners across peace and security, humanitarian and development efforts.



# Five functional services

Expense by functional service, 2014-2022 (\$ millions, excluding 'PharmaMex')

- ❖ In absolute terms, demand for all UNOPS functional services has grown since 2014.
- ❖ Demand, in absolute terms, for **infrastructure** services has remained largely stable.
- ❖ **Procurement** remains the most in-demand service, having grown steadily over time and exceeding \$1 billion as of 2021.
- ❖ Demand for **project management** and **financial management** services has grown over the two periods.
- ❖ Demand for **human resources** services has also grown, but remains the smallest among all five services.



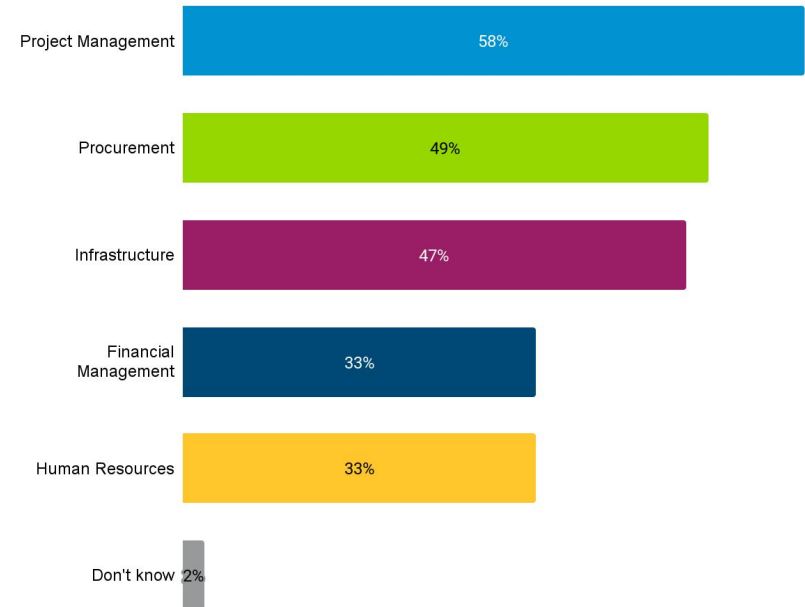


# Partners' demand for services

*Partner Survey results, 2022 (950+ responses)*

- ❖ In the 2022 partner survey, we asked partners where they see they see opportunities to deepen their partnership with UNOPS.
- ❖ **Project management** came out prominently across all categories of partners as such an opportunity.
- ❖ **Procurement** was seen as an area of opportunity by partners from most categories, chiefly international financial institutions, intergovernmental organizations, and OECD/DAC country governments.
- ❖ **Infrastructure** was more prominently indicated by partners from international financial institutions, intergovernmental organizations, and governments.
- ❖ Demand for **financial management** services was indicated chiefly by partners from the category of funds.
- ❖ Demand for **human resources** was indicated primarily by UN partners.

## Five functional services



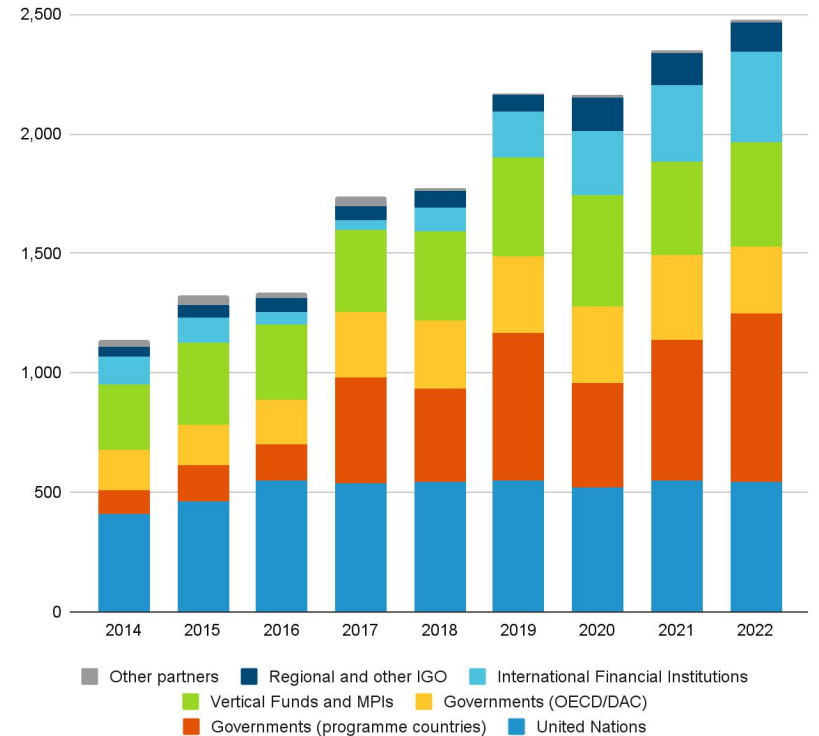
# Types of partners

- United Nations
- Governments (Programme countries)
- Governments (OECD/DAC countries)
- Vertical Funds and Multipartner initiatives
- International Financial Institutions (IFI)
- Regional and other intergovernmental organizations
- Other partners

# Seven types of partners

*Expenses by partner category, 2014-2022 (\$ millions, excluding 'PharmaMex')*

- ❖ Between 2014 and 2022, UNOPS per year worked with on average more than 200 different partners across seven main categories.
- ❖ Activities for all types of partners grew in that period, most prominently with:
  - Governments of programme countries, from less than 10% to almost 30%, with an increase especially after 2017
  - IFIs from a little over 10% to about 15%, especially from 2019
- ❖ Activities in partnership with the United Nations also grew, albeit more modestly, and thus over time representing a somewhat smaller share of the overall portfolio.



## Activities with more than 160 partners

### UNOPS activities with more than **160** partners in 2018-2021

**90%** of activities with **43** partners where average annual expenses\* exceed **\$8 million**

- ❖ **8 United Nations entities**, 23% of total  
DPO/DOS/PKOs, UNDP, UNEP, UN-Habitat, OCHA, UNHCR, UNICEF, WHO
- ❖ **11 Governments (programme countries)**, 20% of total  
Argentina, Costa Rica, El Salvador, Ethiopia, Guatemala, Honduras, Myanmar, Paraguay, Peru, Qatar, Ukraine
- ❖ **10 Vertical Funds and multi-partner initiatives** 18 % of total  
3MDG/MAH, EIF, GCF, GEF, GFATM, GGGI, JPF, LIFT, StopTB, WSSCC
- ❖ **9 Governments (OECD/DAC countries)**, 14 % of total  
Canada, Germany, Italy, Japan, Korea, Norway, Sweden, United Kingdom, USA
- ❖ **3 International Financing Institutions**, 10 % of total  
BCIE, IsDB, World Bank Group
- ❖ **2 regional and other intergovernmental organizations**, 4 % of total  
European Commission, NATO
- ❖ **Other partners**

\* Excluding PharmaMex

# Seven types of partners

Average expense by partner group, 2018-2021 (Share of \$ millions, excluding 'PharmaMex')

## Regional and other

### IGOs

European Commission  
NATO

## International Financial Institutions

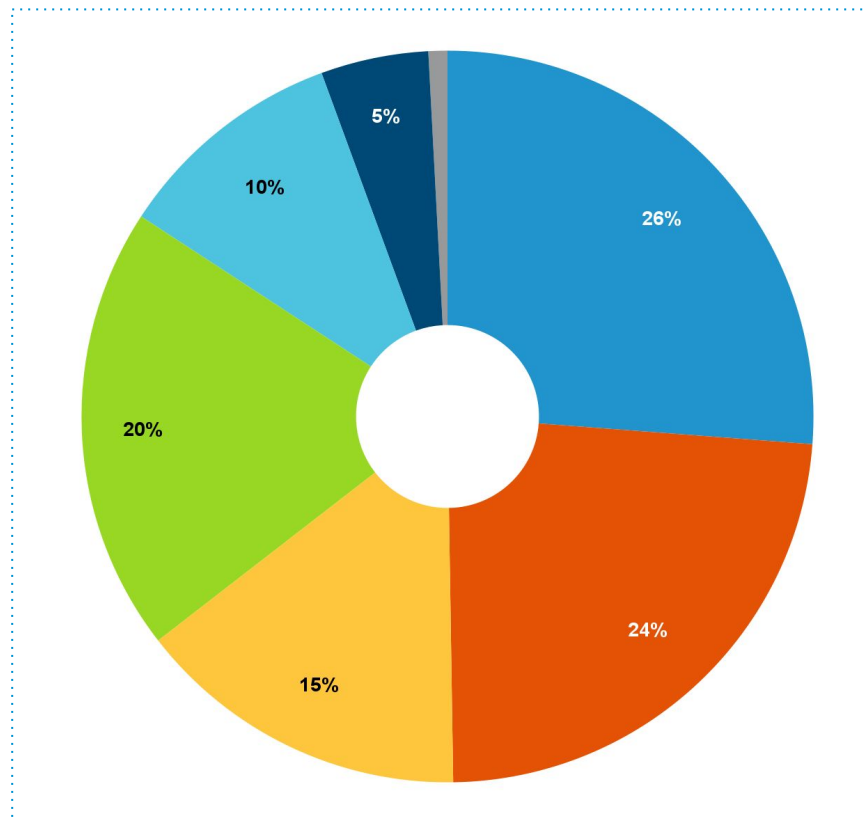
BCIE  
IsDB  
World Bank Group

## Vertical Funds and MPIs

3MDG/MAH	GGGI
EIF	JPF
GCF	LIFT
GEF	StopTB
GFATM	WSSCC

## Governments (OECD/DAC)

Canada	Korea
Germany	Norway
Italy	Sweden
Japan	United Kingdom
	USA



Other 0.8%

## United Nations

DPO/DOS/PKOs  
UNDP  
UNEP  
UN-Habitat  
UNHCR  
UNICEF  
OCHA  
WHO

## Governments (programme countries)

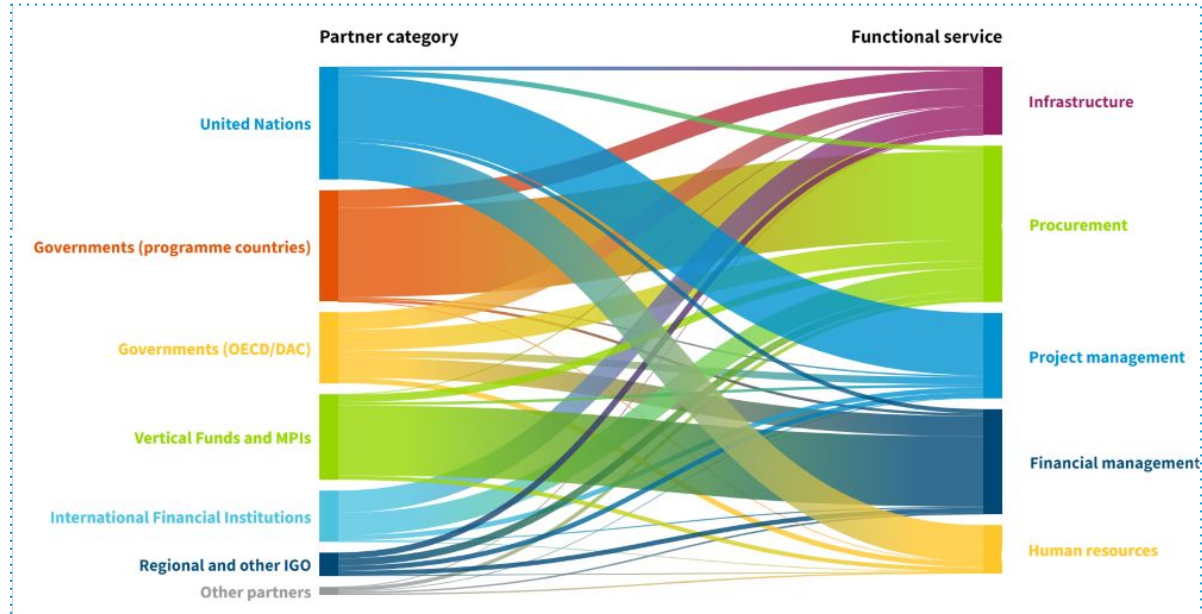
Argentina  
Costa Rica  
El Salvador  
Ethiopia  
Guatemala  
Honduras  
Myanmar  
Peru  
Qatar  
Ukraine

# The functional services we provide to our partners

*Average expense by partner category and UNOPS services, 2018-2021 (\$ millions, excluding 'PharmaMex')*

Looking at the 2018-2021 average, a number of insights may be gained in relation to which partner categories tend to seek out UNOPS support for which kind of functional service

- ❖ **United Nations** partners request support mostly for UNOPS project management and HR services
- ❖ Partner from **programme country** and **OECD/DAC governments**, **IFIs** and **regional and other IGOs** mostly request procurement and infrastructure services
- ❖ **Vertical funds and MPIs** seek support primarily for financial management service



# Where we operate

- ❖ Geographical reach: Five regions
- ❖ Types of countries
- ❖ Economies in four income groups

# Summary findings: where we operate

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## **Support across five geographical regions**

- ❖ UNOPS has implementation activities in all regions, most prominently in Asia, Africa and the Americas.
- ❖ Activities grew across all of them, driven by implementation activities in Asia, the Americas and Africa.
- ❖ About 71% of its activities were in/from 23 countries where the average annual expense 2018-2021 exceeded \$25 million.

## **Activities for the most vulnerable in four types of countries & territories**

- ❖ UNOPS categorizes the countries it works in for the purpose of informing its efforts for focus and impact, with a clear emphasis on the needs of the most vulnerable people in LDCs, LLDCs, SIDS, countries in fragile situations, and in middle-income countries.
- ❖ About 70% of in-country implementation activities in 2018-2021 were in countries in special and fragile situations; this was larger in absolute terms compared to 2014-2017, though smaller in relation to the growing activities for the most vulnerable in middle-income countries.

## **Economies in four income groups (World Bank)**

- ❖ Almost two thirds of UNOPS activities in 2018-2021 were in low income and lower-middle income countries.
- ❖ UNOPS has seen growth in activities across all economy income groups, most prominently in middle income countries in the Latin American and Caribbean, Middle East, and Asia regions.



# Geographical reach

- Asia
- America
- Africa
- Europe
- Oceania

# Geographical reach: Five regions

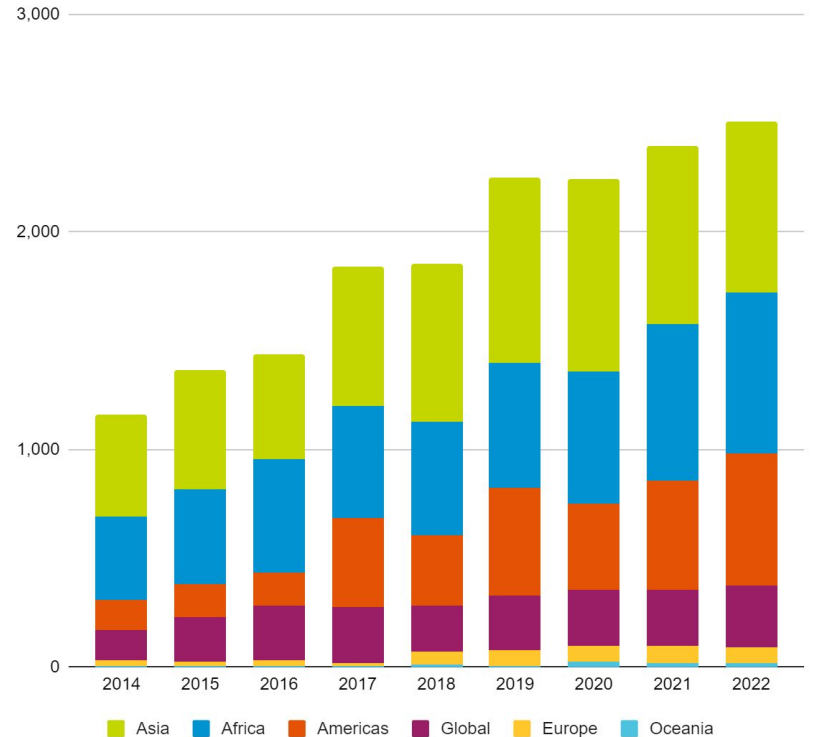
Expense by region, 2014-2022 (\$ millions, excluding 'PharmaMex')

In 2018 - 2021, the activity level reached \$8.7 billion.

Compared with the preceding strategy period of 2014 - 2017, this presented a growth of 34%.\*

Demand grew across all regions:

- ❖ Asia
  - South-Eastern Asia and Western Asia
- ❖ Africa
  - Eastern Africa and Western Africa
- ❖ Americas
  - Central America and Southern America
- ❖ Europe
  - Southern Europe and Eastern Europe
- ❖ Oceania
  - Melanesia and Micronesia



\*When comparing total 2014-2017 expenses to the total 2018-2021 expenses.

# Geographical reach: Five regions

UNOPS activities in/from **97\*** countries in 2018-2021

**71%** of activities in/from **23 countries** where the average annual expenses exceeded **\$25m**

❖ **8 Asian** countries, 31% of total

Afghanistan, Bangladesh, Iraq, Jordan, Myanmar, Pakistan, State of Palestine, Yemen

❖ **7 African** countries, 17% of total

Central African Republic, Democratic Republic of the Congo, Ethiopia, Mali, Somalia, South Sudan, Sudan

❖ **5 American** countries, 14% of total

Argentina, Costa Rica, Guatemala, Honduras, Peru

❖ **1 European** country, 2% of total

Ukraine

❖ **2 HQ duty stations** with global activities, 8% of total

Geneva, New York

\*In 2018-2021, the average annual expense in/from 97 countries exceeded \$2m.

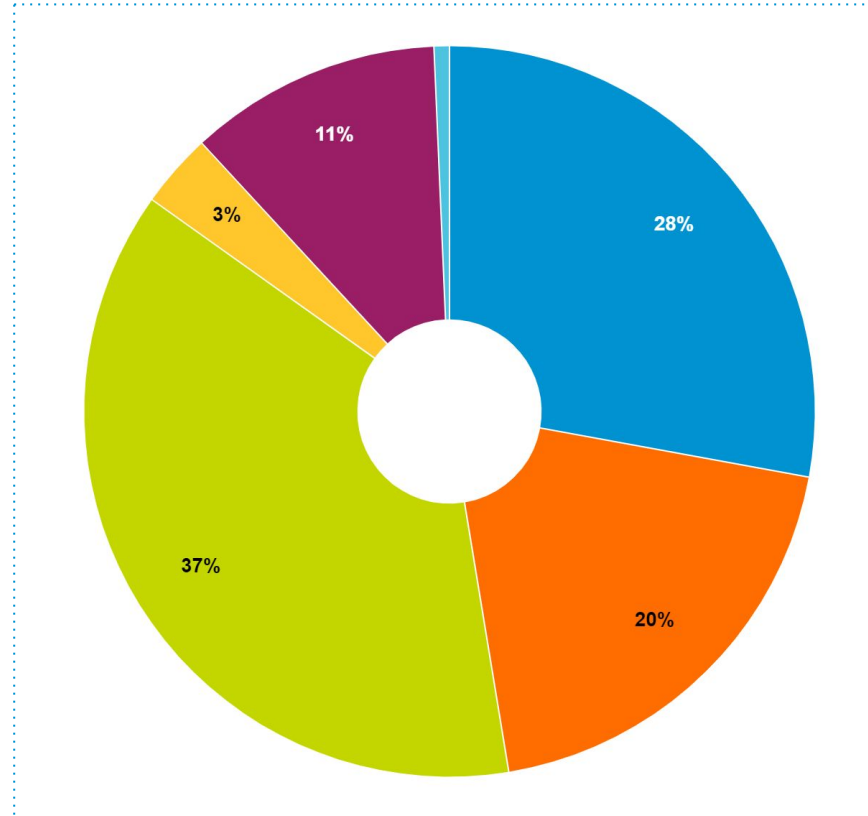
This includes 85 Programme Countries and 12 non-Programme Countries, of which 11 are OECD/DAC countries with global expenses.

2018-2021 average annual expense	> \$25m		> \$15m		> \$8m		> \$2m		Subtotal		> \$0m		Total	
	Ct	Av. Exp	Ct	Av. Exp	Ct	Av. Exp	Ct	Av. Exp	Ct	Av. Exp	Ct	Av. Exp	Ct	Av. Exp
<b>Region</b>														
<b>Africa</b>	7	17%	2	2%	7	4%	22	4.8%	38	27%	17	0.6%	55	28%
<b>Americas</b>	5	14%	4	4%	1	0%	4	0.9%	14	19%	21	0.6%	35	20%
<b>Asia</b>	8	31%	3	2%	4	2%	11	1.7%	26	37%	15	0.4%	41	37%
<b>Europe</b>	1	2%	1	1%	1	0%	3	0.5%	6	3%	8	0.1%	14	3%
<b>Global</b>	2	8%	1	1%			8	1.8%	11	11%	7	0.2%	18	11%
<b>Oceania</b>							2	0.3%	2	0%	14	0.4%	16	1%
<b>Total</b>	<b>23</b>	<b>71%</b>	<b>11</b>	<b>10%</b>	<b>13</b>	<b>7%</b>	<b>50</b>	<b>10%</b>	<b>97</b>	<b>98%</b>	<b>82</b>	<b>2%</b>	<b>179</b>	<b>100%</b>

# Geographical reach: Five regions

Average expense by region, 2018-2021 (Share of \$ millions, excluding 'PharmaMex')

- ❖ During 2018-2021, 37% of UNOPS implementation activities were delivered in countries in the Asia region.
- ❖ About 28% were delivered in countries in Africa, while 20% were delivered in the countries of the Americas
- ❖ The Global portfolio, delivered out of locations such as Geneva and New York represented 11% of implementation activities.
- ❖ Activities for countries in Europe represented about 3% of the portfolio; while about 1% was delivered for and in countries in Oceania.



**Oceania** 1%

## Africa

Central African Republic  
Democratic Republic of the Congo  
Ethiopia  
Mali  
Somalia  
South Sudan  
Sudan

## Americas

Argentina  
Costa Rica  
Guatemala  
Honduras  
Peru

## Asia

Afghanistan  
Bangladesh  
Iraq  
Jordan  
Myanmar  
Pakistan  
State of Palestine  
Yemen

## Europe

Ukraine

## Global

Geneva  
New York

# Global population in countries

Population in countries mapped by humanitarian risk and development, 2021

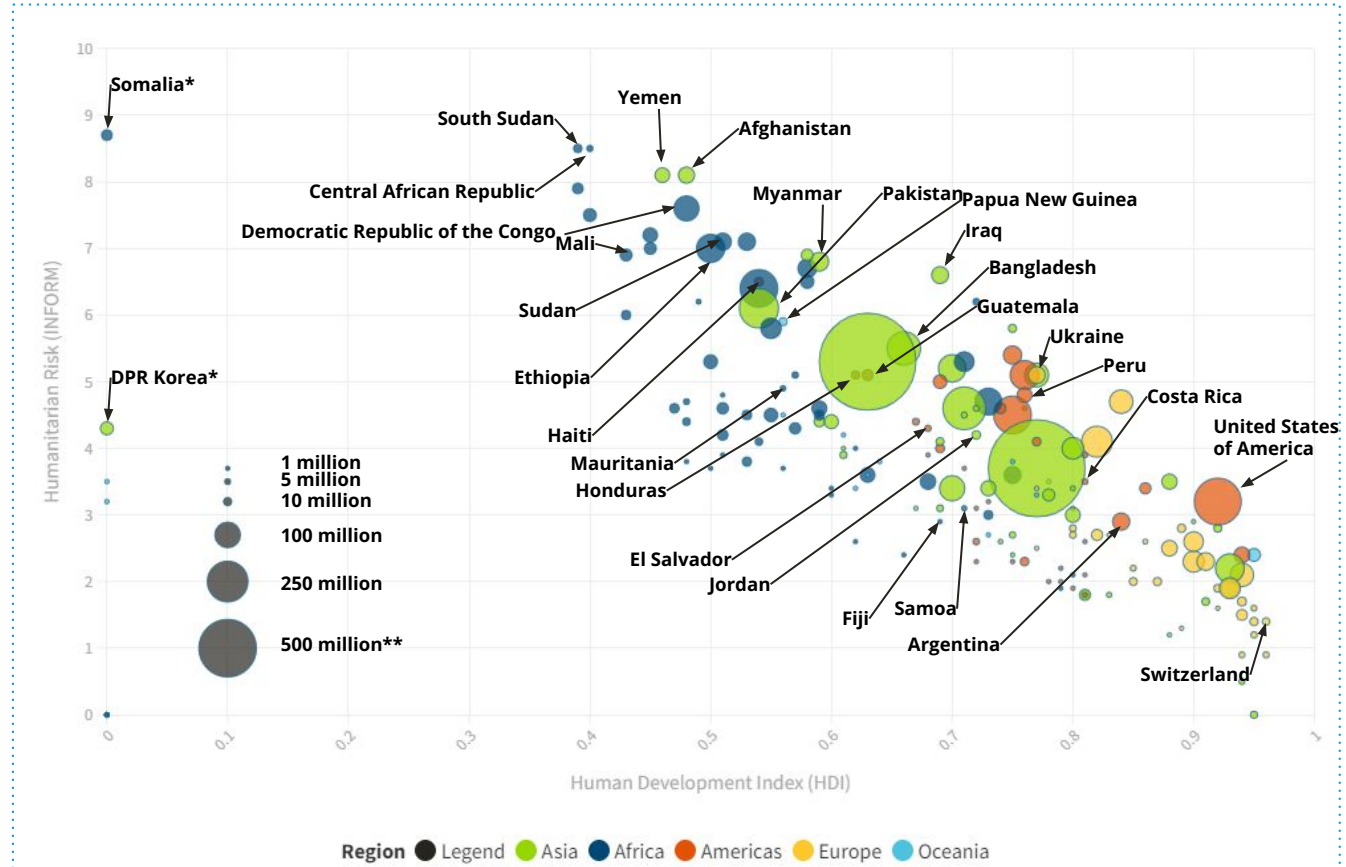
Country position in chart reflects degree of humanitarian risk and the level of human development.

HDI: 0-1, with 1 = highest development.

INFORM: 0-10, with 10 = highest humanitarian risk.

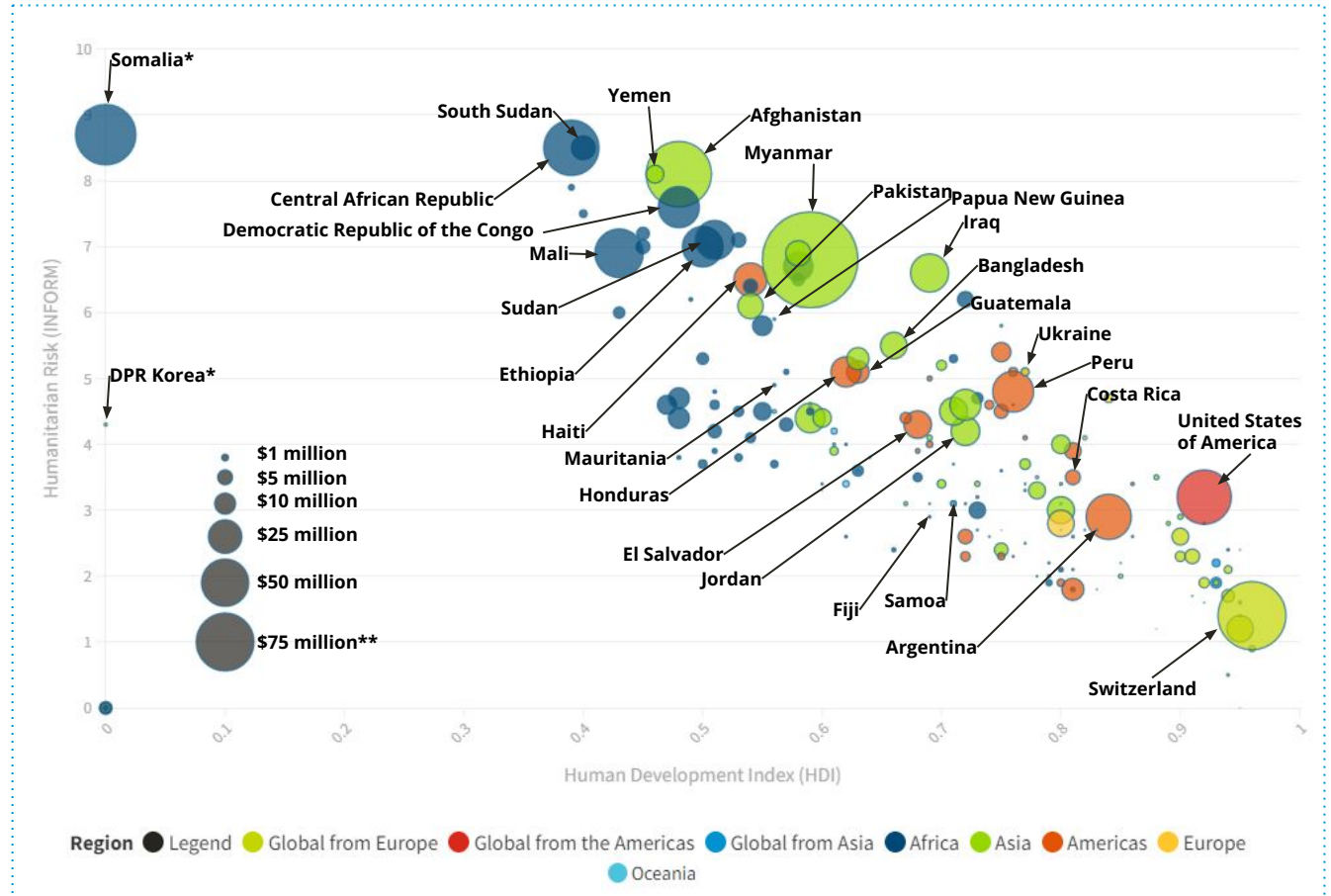
\*A value of 0 means that there is no data in the index.

\*\*Bubble size represents population figures as per latest available data from the World Bank (2021).



# 2014-2017 activities in countries

Average expense in countries, 2014-2017 (\$ millions, excluding 'PharmaMex')



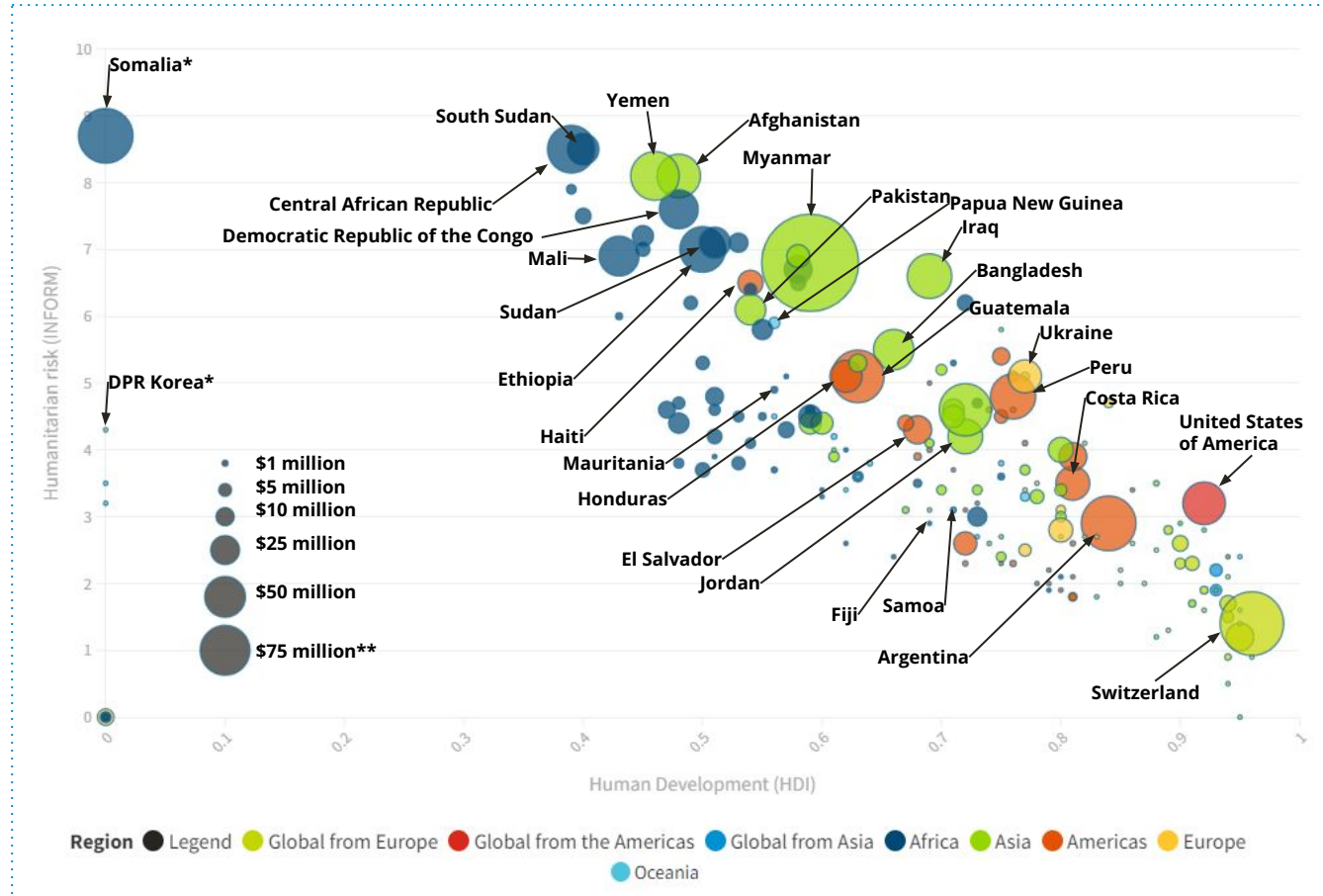
Country position in chart reflects degree of humanitarian risk and the level of human development

\*A value of 0 means that there is no data in the index

\*\* Bubble size represents \$ average expenses 2014 - 2017

# 2018-2021 activities in countries

Average expense in countries, 2018-2021 (\$ millions, excluding 'PharmaMex')



Country position in chart reflects degree of humanitarian risk and the level of human development

\*A value of 0 means that there is no data in the index

\*\* Bubble size represents \$ average expenses 2018 - 2021

# Types of countries

- Countries in special and fragile situations
- Other programme countries
- Global from OECD/DAC countries
- Other countries



# Four types of countries

Expense by country type, 2014-2022 (\$ millions, excluding 'PharmaMex')

Demand has grown across all types of countries.

UNOPS continues to contribute most in the countries in special and fragile situations.

**Countries in special and fragile situations** - expenses grew continuously, largest share of portfolio

- ❖ Eastern, Western and Middle Africa;
- ❖ South-eastern and Western Asia
- ❖ Melanesia, Micronesia and Polynesia
- ❖ (Northern Africa, Southern Asia; decline)

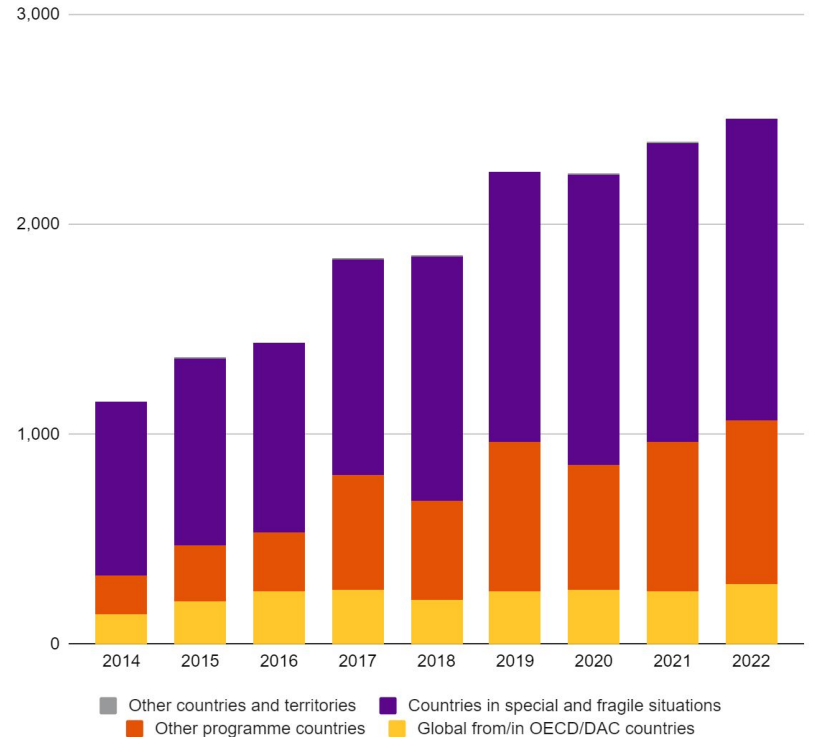
**Other programme countries**

- ❖ Central and South Americas; Southern Europe
- ❖ Western, Southern and South-eastern Asia
- ❖ (Southern Africa; Eastern Asia; decline)

**Global from OECD/DAC countries**

- ❖ Northern and Western Europe
- ❖ Northern America
- ❖ (Southern Europe; Eastern Asia; decline)

**Other countries and territories**



# Four types of countries

UNOPS activities in/from **97\*** countries in 2018-2021

**71%** of activities in/from **23 countries** where the average annual expenses exceeded **\$25m**

- ❖ **14 countries in special and fragile situations**, 46% of total  
Afghanistan, Central African Republic, Bangladesh, Democratic Republic of the Congo, Ethiopia, Iraq, Mali, Myanmar, State of Palestine, South Sudan, Sudan, Somalia, Ukraine, and Yemen
- ❖ **2 HQ duty stations with global activities**, 8% of total  
Geneva and New York
- ❖ **Other countries and territories**
- ❖ **7 other programme countries**, 17% of total  
Argentina, Costa Rica, Guatemala, Honduras, Jordan, Pakistan and Peru

\*In 2018-2021, the average annual expense in/from 97 countries exceeded \$2m.

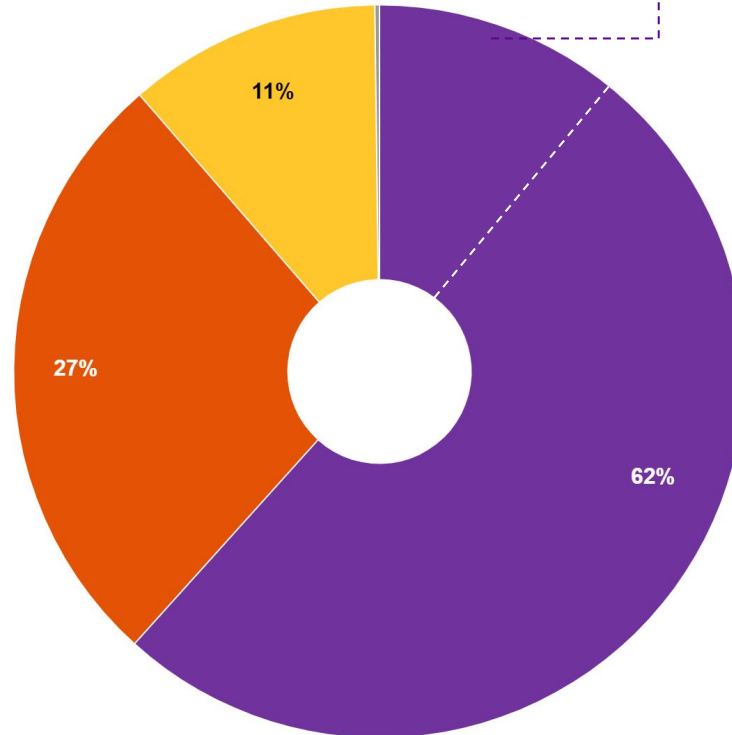
This includes 85 Programme Countries and 12 non-Programme Countries, of which 11 are OECD/DAC countries with global expenses.

2018-2021 average annual expense	> \$25m		> \$15m		> \$8m		> \$2m		Subtotal		> \$0m		Total	
	Ct	Av. Exp	Ct	Av. Exp	Ct	Av. Exp	Ct	Av. Exp	Ct.	Av. Exp	Ct	Av. Exp	Ct	Av. Exp
UNOPS Typology														
Special and fragile situations	14	46%	5	4%	9	4.8%	25	5.3%	53	60%	53	1.5%	106	62%
Other programme countries	7	17%	5	5%	4	2.0%	16	2.7%	32	26%	15	0.5%	47	27%
Global from/in OECD/DAC countries	2	8%	1	1%			8	1.8%	11	11%	9	0.2%	20	11%
Other countries and territories							1	0.2%	1	0%	5	0.0%	6	0%
<b>Grand Total</b>	<b>23</b>	<b>71%</b>	<b>11</b>	<b>10%</b>	<b>13</b>	<b>7%</b>	<b>50</b>	<b>10%</b>	<b>97</b>	<b>98%</b>	<b>82</b>	<b>2.3%</b>	<b>179</b>	<b>100%</b>

# Four types of countries

Average expense by country type, 2018-2021 (Share of \$ millions, excluding 'PharmaMex')

- ❖ To understand where it contributes, UNOPS used an internal typology, based on accepted UN groupings for least developed countries, landlocked developing countries, small island developing States; as well as the World Bank list of countries in fragile and conflict-affected situations.
- ❖ During 2018-2021, 62% of UNOPS implementation activities were delivered in countries in special and fragile situations.
- ❖ About 27% were delivered in other programme countries.
- ❖ The Global portfolio, delivered out of locations such as Geneva and New York, represented 11% of implementation activities.



Other countries and territories 0.2%

9% from countries in fragile situations

## Special and fragile situations

Afghanistan  
Central African Republic  
Bangladesh  
Democratic Republic of the Congo  
Ethiopia  
Iraq  
Mali  
Myanmar  
State of Palestine  
South Sudan  
Sudan  
Somalia  
Ukraine  
Yemen

## Other programme countries

Argentina  
Guatemala  
Honduras  
Jordan  
Pakistan  
Peru

## Global

Geneva  
New York

# Global population in countries

Population in countries mapped by humanitarian risk, development, and country type, 2021

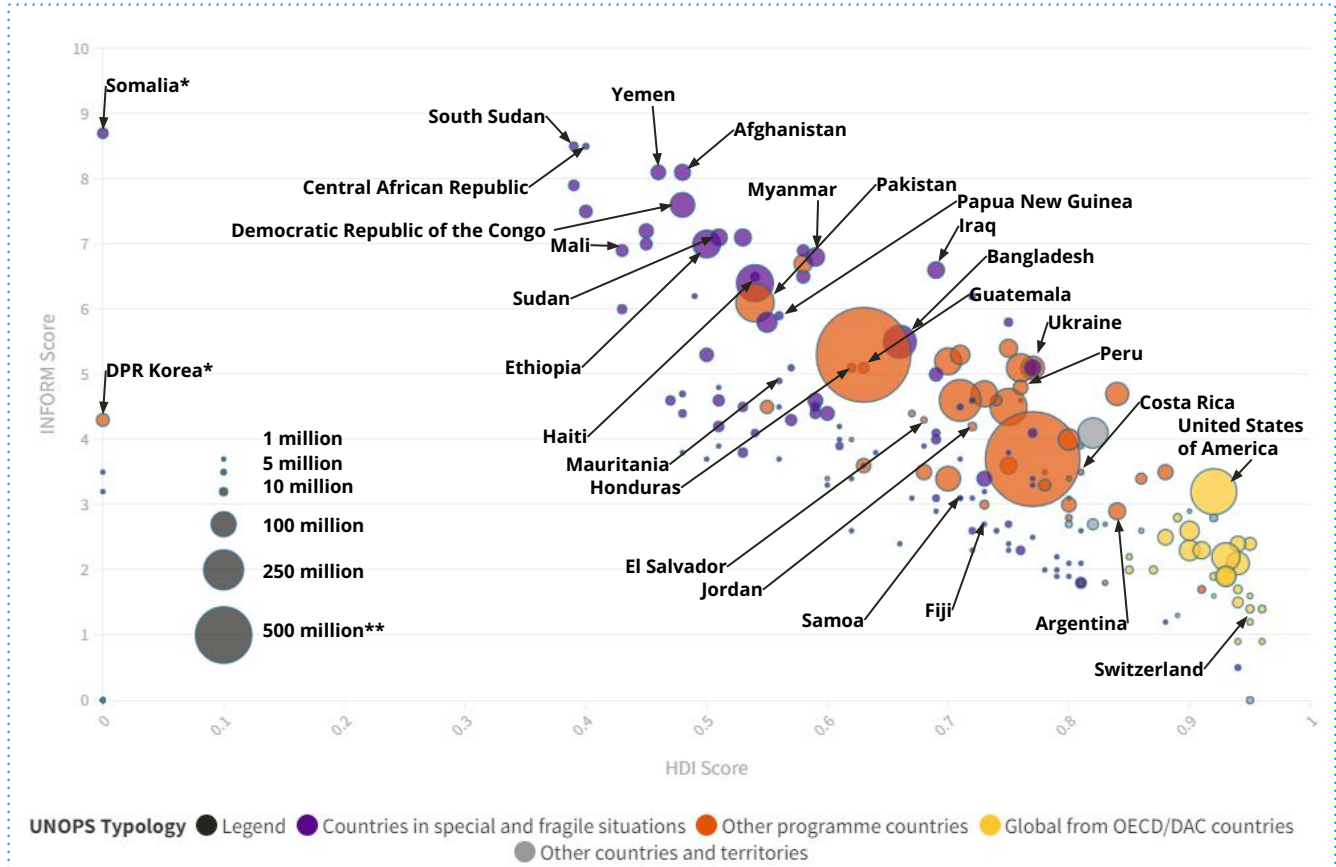
Country position in chart reflects degree of humanitarian risk and the level of human development.

HDI: 0-1, with 1 = highest development.

INFORM: 0-10, with 10 = highest humanitarian risk.

\*A value of 0 means that there is no data in the index.

\*\*Bubble size represents population figures as per latest available data from the World Bank (2021).



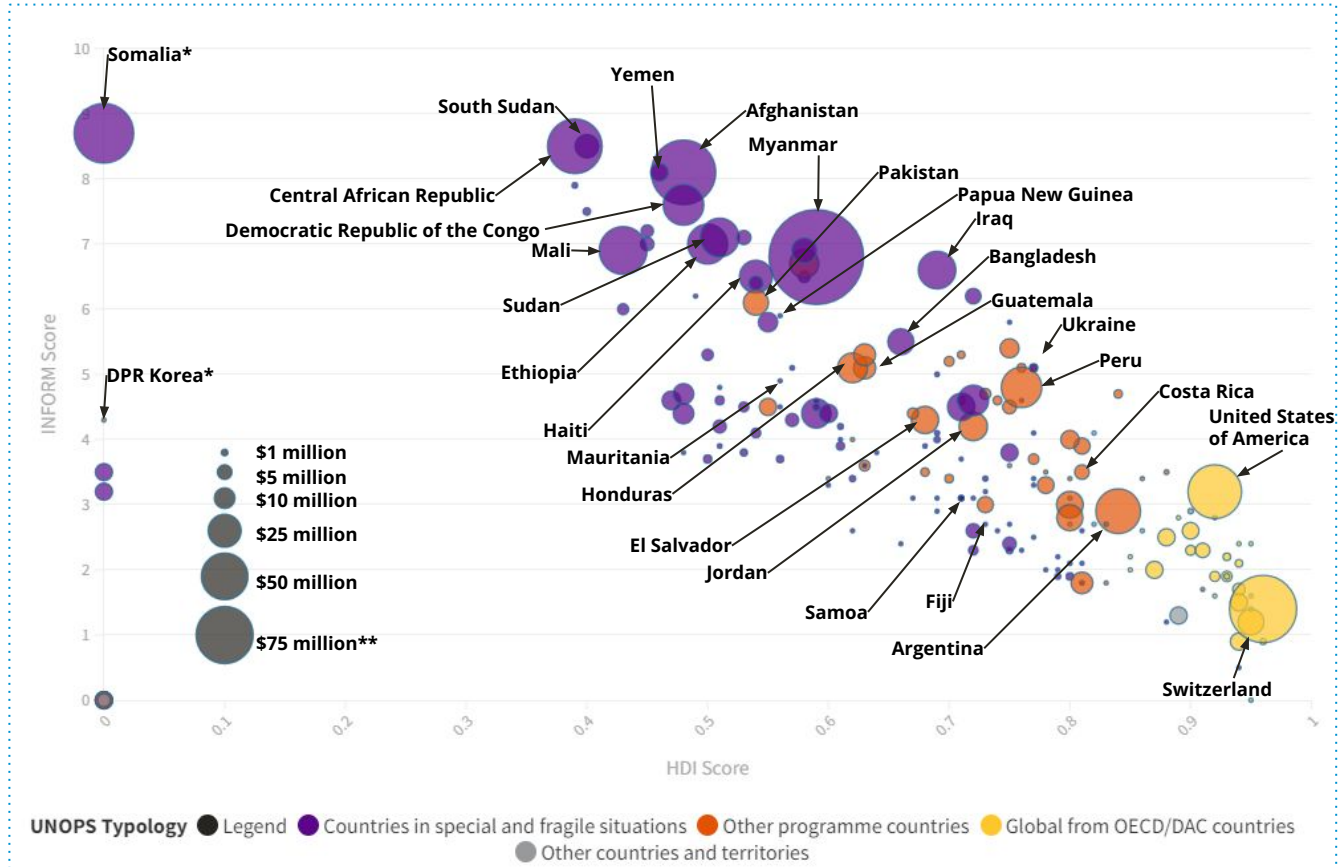
# 2014-2017 activities in countries

Average expense in four types of countries, 2014-2017 (\$ millions, excluding 'PharmaMex')

Country position in chart reflects degree of humanitarian risk and the level of human development.

\*A value of 0 means that there is no data in the index

\*\* Bubble size represents \$ average expenses 2014 - 2017



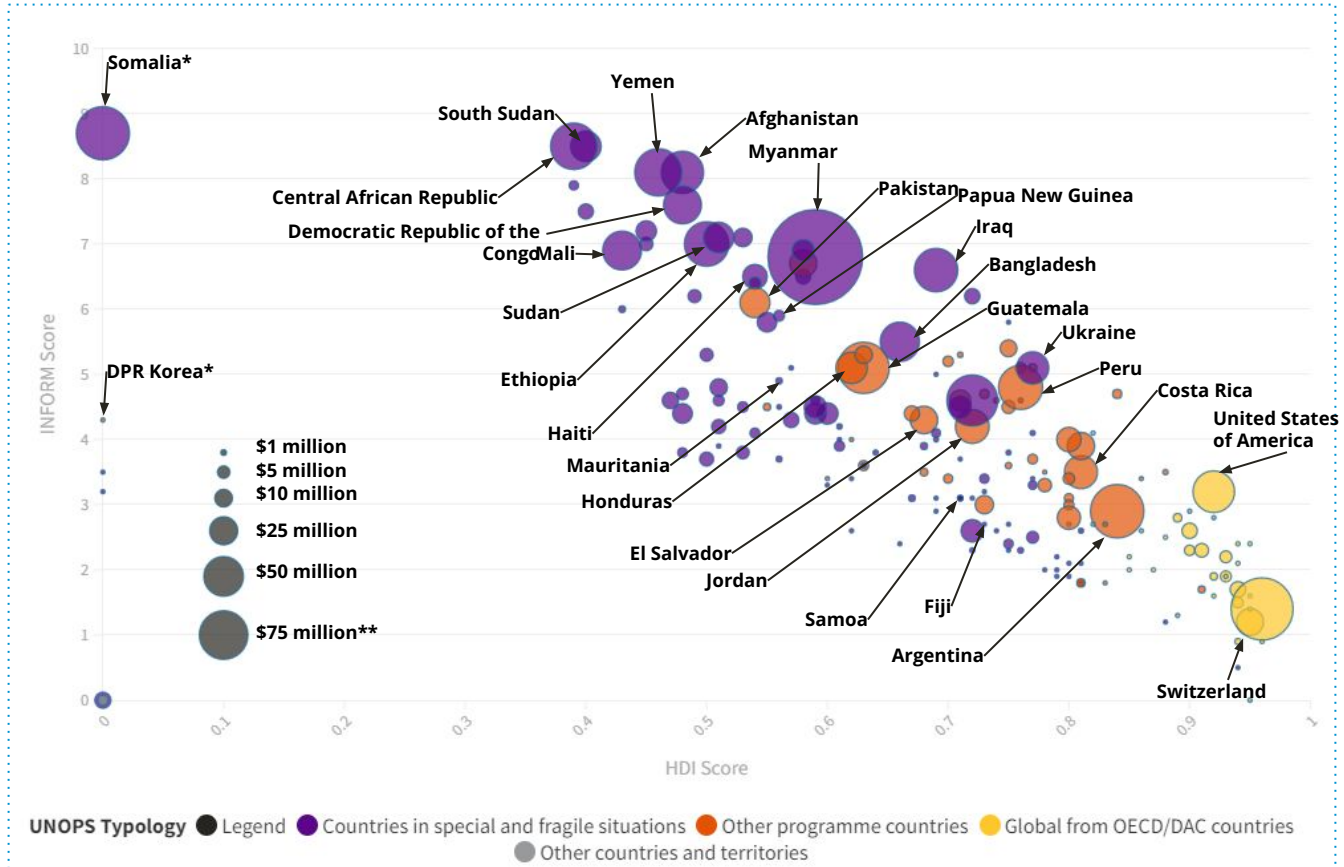
# 2018-2021 activities in countries

Average expense in four types of countries, 2018-2021 (\$ millions, excluding 'PharmaMex')

Country position in chart reflects degree of humanitarian risk and the level of human development

\*A value of 0 means that there is no data in the index

\*\* Bubble size represents \$ average expenses 2018 - 2021



# Income groups (World Bank)

- Low income
- Lower-middle income
- Upper-middle income
- High income

# Four income groups

Expense by World Bank income group, 2014-2022 (\$ millions, excluding 'PharmaMex')

## Low income

- ❖ Eastern, Western and Middle Africa; Western Asia
- ❖ (Southern Asia, Northern Africa; decline)

## Lower-middle income

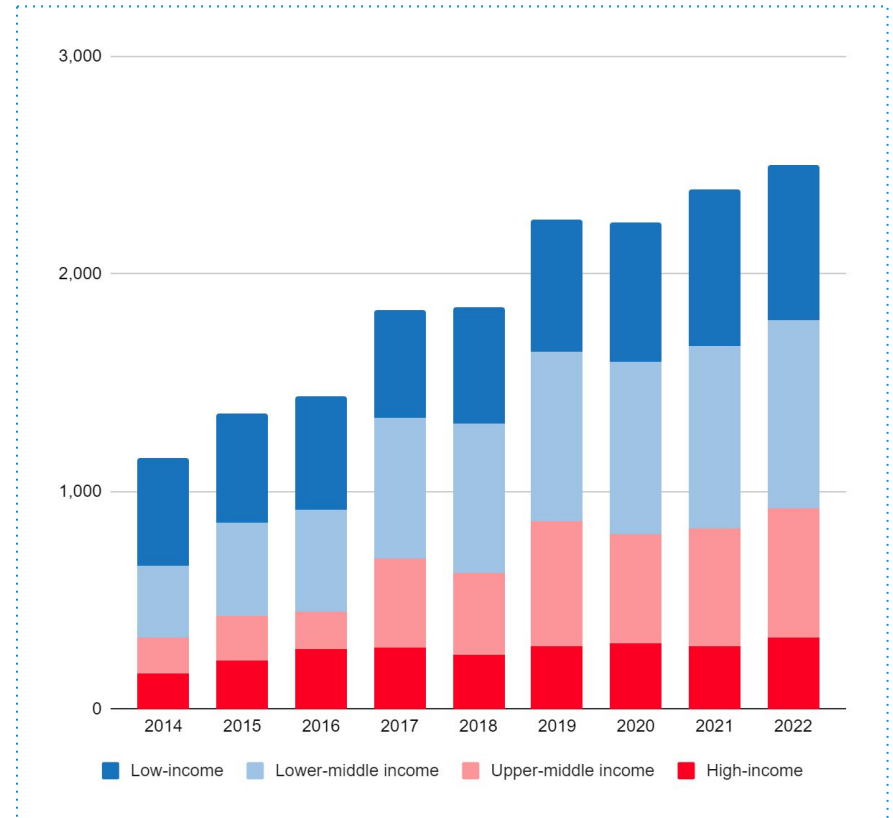
- ❖ South-Eastern and Western Asia
- ❖ Central America, Caribbean
- ❖ Eastern and Northern Africa
- ❖ Eastern Europe

## Upper-middle income

- ❖ South and Central America
- ❖ Western Asia
- ❖ Polynesia
- ❖ Northern Africa
- ❖ Southern and Eastern Europe

## High-income

- ❖ Central and Northern America; Western Europe
- ❖ (Eastern Asia, South America and Southern Europe; decline)





## Four income groups

UNOPS activities in/from **97\*** countries in 2018-2021

**71%** of activities in/from **23 countries** where the average annual expenses exceeded **\$25m**

- ❖ **9 low-income countries**, 23% of total  
Afghanistan, Central African Republic, Democratic Republic of the Congo, Ethiopia, Mali, Somalia, South Sudan, Sudan, Yemen
- ❖ **6 lower-middle income countries**, 23% of total  
Bangladesh, Honduras, Myanmar, State of Palestine, Pakistan, Ukraine
- ❖ **6 upper-middle income countries**, 17% of total  
Argentina, Costa Rica, Guatemala, Peru, Iraq and Jordan
- ❖ **2 high-income countries**, 8% of total  
Global portfolio provided out of Geneva and New York

\* In 2018-2021, the average annual expense in/from 97 countries exceeded \$2m.

This includes 85 Programme Countries and 12 non-Programme Countries, of which 11 are OECD/DAC countries with global expenses. One country did not have an income classification.

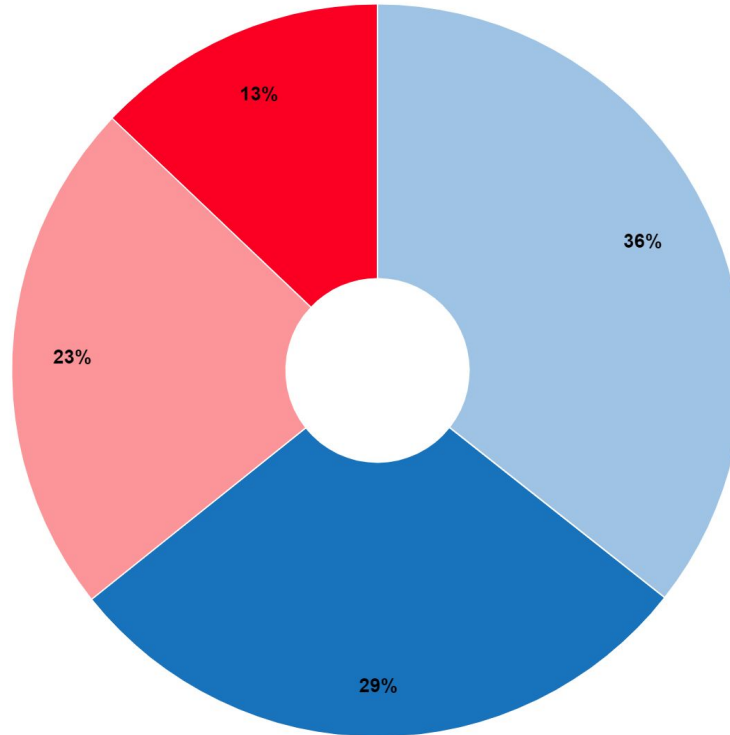
Table excluding five countries without income classification.

2018-2021 average annual expense	> \$25m		> \$15m		> \$8m		> \$2m		Subtotal		> \$0m		Total	
Income group (World Bank)	Ct.	Av. Exp	Ct.	Av. Exp	Ct.	Av. Ex.	Ct.	Av. Exp	Ct.	Av. Exp	Ct.	Av. Exp	Ct.	Av. Exp
Low-income	9	23%	1	1%	4	2%	12	3%	26	29%	2	0.1%	28	29%
Lower-middle income	6	23%	5	5%	7	4%	17	3%	35	35%	19	0.7%	54	36%
Upper-middle income	6	17%	3	2%	2	1%	10	2%	21	22%	29	0.9%	51	23%
High-income	2	8%	2	2%			10	2%	14	12%	28	0.6%	51	13%
<b>Total</b>	<b>23</b>	<b>71%</b>	<b>11</b>	<b>10%</b>	<b>13</b>	<b>7%</b>	<b>49</b>	<b>10%</b>	<b>96</b>	<b>98%</b>	<b>78</b>	<b>2%</b>	<b>184</b>	<b>100%</b>

## Four income groups

Average expense by World Bank income group, 2018-2021 (Share of \$ millions, excluding 'PharmaMex')

- ❖ During 2018-2021, 65% of UNOPS implementation activities were delivered in low income and lower income countries.
- ❖ About 23% were delivered in upper-middle income countries.
- ❖ The global portfolio, delivered out of locations such as Geneva and New York, represented 11% of implementation activities.



### Low income

Afghanistan  
Central African Republic  
Democratic Republic of the Congo  
Ethiopia  
Mali  
Somalia  
South Sudan  
Sudan  
Yemen

### Lower-middle income

Bangladesh  
Honduras  
Myanmar  
State of Palestine  
Pakistan  
Ukraine

### Upper-middle income

Argentina  
Costa Rica  
Guatemala  
Peru  
Iraq  
Jordan

### High-income

Geneva  
New York

# 2021 global population in countries

Population in countries mapped by humanitarian risk, development, and income group, 2021

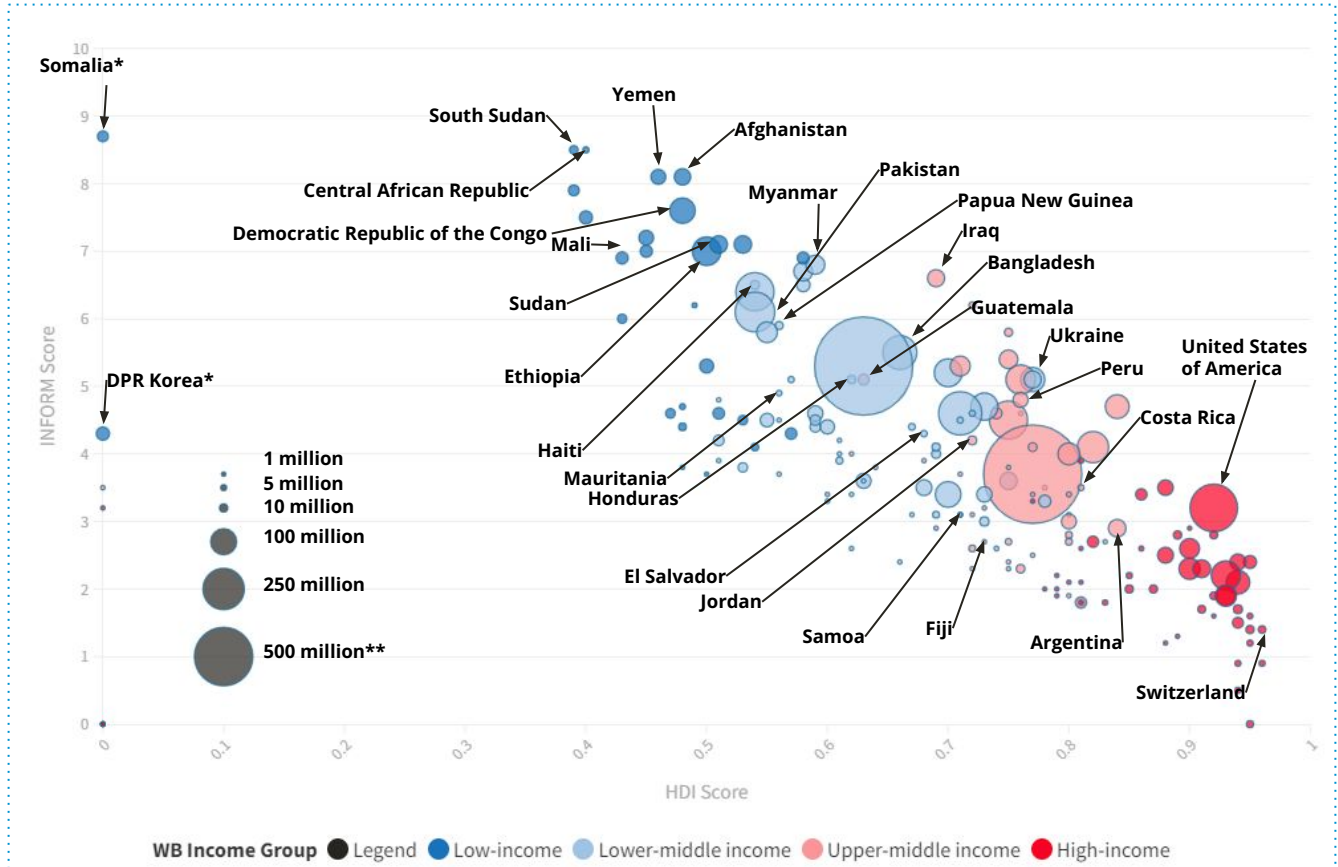
Country position in chart reflects degree of humanitarian risk and the level of human development.

HDI: 0-1, with 1 = highest development.

INFORM: 0-10, with 10 = highest humanitarian risk.

\*A value of 0 means that there is no data in the index.

\*\*Bubble size represents population figures as per latest available data from the World Bank (2021).



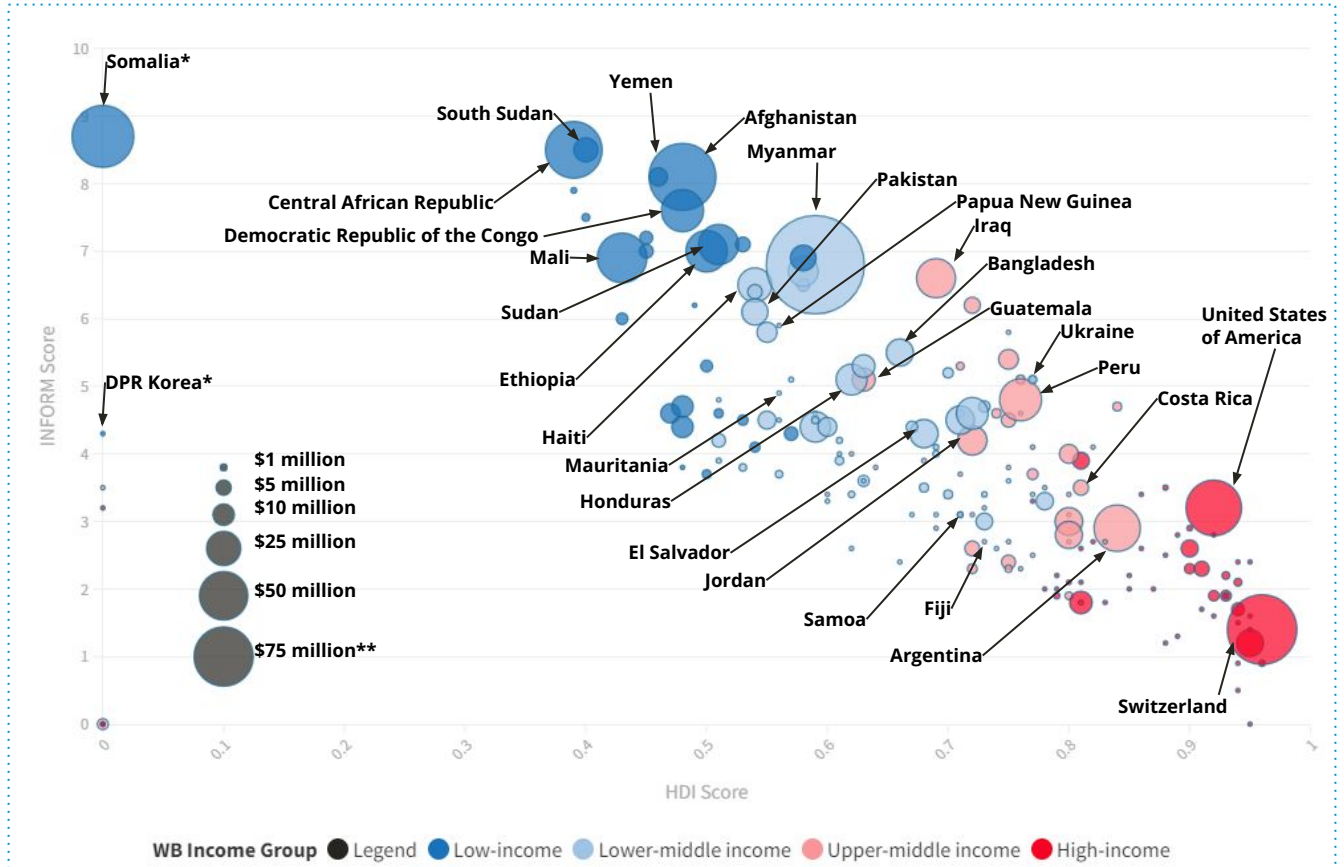
# UNOPS 2014 - 2017 activities in countries

Average expense in countries grouped by four income groups, 2014-2017 (\$ millions, excluding 'PharmaMex')

Country position in chart reflects degree of humanitarian risk and the level of human development.

\*A value of 0 means that there is no data in the index

\*\* Bubble size represents \$ average expenses 2014 - 2017



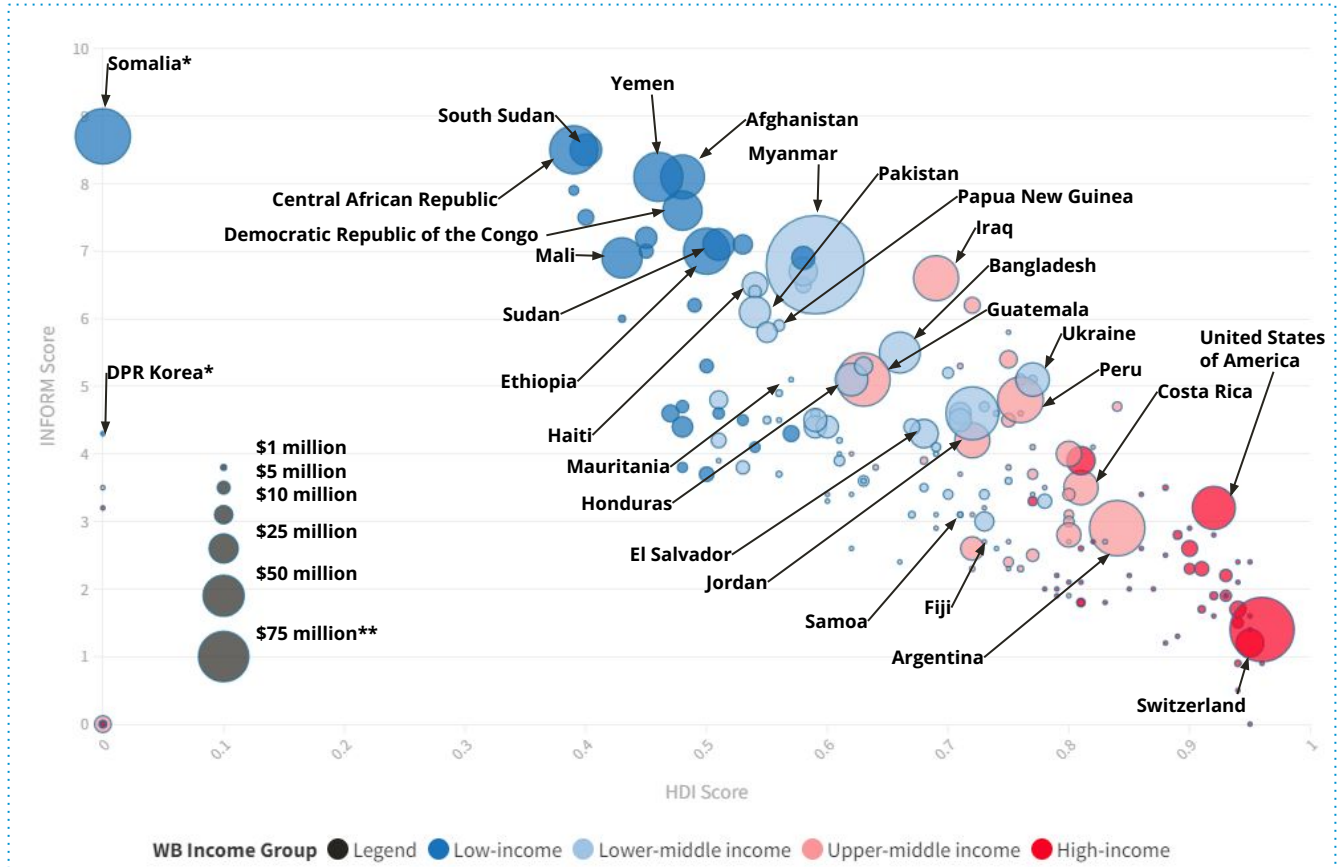
# UNOPS 2018-2021 activities in countries

Average expense in countries group by four income groups, 2018-2021 (\$ millions, excluding 'PharmaMex')

Country position in chart reflects degree of humanitarian risk and the level of human development.

\*A value of 0 means that there is no data in the index

\*\* Bubble size represents \$ average expenses 2018 - 2021



# Why we respond

- ❖ Development
- ❖ Peace and security
- ❖ Humanitarian risks
- ❖ Climate change
- ❖ Transparency

# Why we respond

---

## People and UNOPS in the world

- ❖ By 2022, **7.8 billion people** live across more than **200 countries and territories** where economic and human development vary considerably
  - UNOPS had in-country activities in more than 97 countries.\* In 2018-2021, the expenses in these was \$8.47 billion.\*\*
- ❖ This supplementary analysis assesses the **UNOPS footprint in the context of challenges faced by people and countries**
  - Development (GNI p.c., HDI, LDCs, LLDCs, SIDSs)
  - Peace and security
  - Humanitarian risks
  - Climate change
  - Transparency

\* Based on summary expenses in 2018-2021. Countries with activities include those with an average annual expenses that exceeded \$2 million for 2018-2021.

\*\* The increase is the difference between the average annual expenses in 2018-2021 and the average annual expenses in 2014-2017.

# Why we respond

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## *Development - LDCs, LLDCs and SIDS*

- ❖ **1.1 billion people** - 14% of the world's population - live in **46 least developed countries**
  - UNOPS had 47% of its activities in 36 LDCs\*, an increase of 33%\*\*
- ❖ **551 million people** - 7% of the world's population - live in **32 landlocked developing countries**
  - UNOPS had 17% of its activities in 26 LLDCs\*, an increase of 22%\*\*
- ❖ **73 million people** - 1 % of the world's population - live in **58 small island developing states**
  - UNOPS had 1.4% of its activities in 5 SIDS\*, an increase of 6%\*\*

## *Human development*

- ❖ **4.1 billion people** - 52% of the world population - live in **107** countries below the **median of the human development index**
  - UNOPS had 71% of its activities in 65 of these countries\*, an increase of 52%\*\*

\* Based on total expenses in 2018-2021. Countries with activities include those with an average annual expenses that exceeded \$2 million for 2018-2021.

\*\* The increase is the difference between the average annual expenses in 2018-2021 and the average annual expenses in 2014-2017.



# Why we respond

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## *Peace and security*

- ❖ **4.6 billion people** - 58% of the world population - live in **89** countries above the **median of the fragile state index**
  - UNOPS had 74% of its activities\* in 67 of these countries, an increase of 51%\*\*
- ❖ By 2022, there were 12 **UN peacekeeping missions** covering 15 countries with 86,000 personnel and a total budget of around \$5.8 billion
  - UNOPS had expenses of \$1.4 billion in 13 of these countries\*, an increase of 17%\*\*

## *Humanitarian risk*

- ❖ **6.3 billion people** - 80% of the world's population - live in **93** countries above the **median of the humanitarian risk index**
  - UNOPS had 77% of its activities in 68 of these countries\*, an increase of 56%\*\*
- ❖ Almost **38 million internally displaced people** reside in **140 countries**
  - UNOPS had 92% of its activities in 84 of these countries\*, an increase of 50%\*\*

\* Based on summary expenses in 2018-2021. Countries with activities include those with an average annual expenses that exceeded \$2 million for 2018-2021.

\*\* The increase is the difference between the average annual expenses in 2018-2021 and the average annual expenses in 2014-2017.

# Why we respond

---

## *Climate change*

- ❖ **4.3 billion people** - 55% of the world population - live in **91** countries below the **median of the climate change adaptation index**
  - UNOPS had 63% of its activities in 61 of these countries\*, an increase of 48%\*\*

## *Transparency*

- ❖ **3.4 billion people** - 43% of the world's population - live in **87** countries below the **median of the corruption perception index**
  - UNOPS had 76% of its activities in 65 of these countries\*, an increase of 54%\*\*

\* Based on summary expenses in 2018-2021. Countries with activities include those with an average annual expenses that exceeded \$2 million for 2018-2021.

\*\* The increase is the difference between the average annual expenses in 2018-2021 and the average annual expenses in 2014-2017.

# Methodological note

Unless specified otherwise:

- All amounts show project expenses in US dollars as per Table III.1 ('Revenue and expense') of the UNOPS financial statements. Where reference is made to "countries with activities", countries with expense in the relevant time frame is used as a proxy.
- All data relating to the portfolio analysis was derived from relevant report in oneUNOPS ERP; as well as the mapping of UNOPS ongoing engagements to SDGs performed during the last quarter of 2022.
- The portfolio analysis covers the years 2014-2022, as follows:
  - Comparison are made based on annual averages of the 2014-2017 to 2018-2021 periods, which correspond to the two most recent completed strategic planning periods.
  - Expense data for 2022 is included for analysis of UNOPS capacity specifically in relation to SDGs; all such data is a subset of the overall portfolio. The 2022 financial data had not been not audited at the time of completing this document, and was as such preliminary.
  - All analysis excludes one engagement for the procurement of pharmaceuticals in Mexico ("PharmaMex"), due to its considerable overall size.
- Global expense is expenses from OECD/DAC countries, which has not been assigned to a beneficiary country. It is primarily expense from headquarters locations in Geneva, New York and Copenhagen.
- Programme country are in accordance with the [UN Data Standard III](#), Appendix 3.
- Country names, regions and sub-regions are aligned to the United Nations "Standard country or area codes for statistical use", also known as [Standard M49](#).
- Population data retrieved from <https://data.worldbank.org/>, with latest available data for 2021.
- For the analysis of operational contexts, the latest available indices have been used, including the [human development index](#), the [INFORM index](#), the [Fragile States Index](#), the [ND-GAIN Country Index](#), and the [Corruption Perception Index](#). Similarly, the country classification uses the most recent denominations of [LDC](#), [LLDC](#), [SIDS](#), [fragile states](#); and [World Bank income groups](#).