2014-2023 Portfolio

Supplement to the report for 2023 on implementation of the restated strategic plan, 2022-2025
UNOPS portfolio and contributions

UNOPS role is to expand the implementation capacity of partners in the United Nations system and beyond.

This portfolio analysis provides an overview of UNOPS activities and contributions 2014-2023, as follows:

**Substantive focus of what we do**
- Sustainable Development Goals (SDGs)
- Development sectors
- UN functions

**What we do with whom**
- Types of partners
- Functional services

**Where we operate**
- Geographical regions
- Types of countries
- Income groups
Substantive focus of what we do
UNOPS activities contribute to most SDGs - Goals 3 and 16 account for about half

In 2023, UNOPS activities contributed to most SDGs.

**Goal 3, ‘good health and well-being’** and **Goal 16, ‘peace, justice, and strong institutions’** accounted for almost half of the activities, counted as number of project (490) and project expense (47%).

**Number of projects by Goal as primary focus; 1083 projects in 2023**

**Project expense by Goal as primary focus; US $2.7 billion in 2023***

The graph provides the number for top-10 SDG, it does not reflect 22 project which have yet to be linked to SDGs.

The graph provides the percentage for top-10 SDG, it does not reflect the 2% expense which has yet to be linked to SDGs.
A comparison between 2022 and 2023 show overall stability in the Goals that activities contribute to.

**Goal 3 ‘good health and well-being’** and **Goal 16 ‘peace, justice, and strong institutions’** accounted for almost half of the UNOPS activities.

Demand for **Goal 13 ‘climate action’** and **Goal 7 ‘affordable and clean energy’** increased slightly in 2023, but has yet to materialize to the extent envisaged.

Activities contributing to **Goal 1 ‘No poverty’** and **Goal 11, ‘sustainable cities and communities’** increased in 2023.
Many projects have secondary focus on contributions to more than one SDG, typically as a result of sustainable implementation with attention to cross-cutting concerns. The most predominant are:

- **Goal 5**, ‘gender equality’
- **Goal 8**, ‘decent work and economic growth’
- **Goal 10**, ‘reduced inequalities’
- **Goal 11**, ‘sustainable cities and communities’
- **Goal 13**, ‘climate action’

Secondary focus on **Goal 16**, ‘peace, justice and strong institutions’ includes capacity development for public procurement and infrastructure.

Frequent secondary focus on **Goal 17** signifies that everything UNOPS does is in ‘partnerships for the goals’.

The graph does not reflect the 2% expense which has yet to be linked to SDGs.
UNOPS activities span most development sectors.

‘Social infrastructure and services’ is the largest sector.

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

From 2022 to 2023, ‘social infrastructure and services’ was also the sector with the highest increase. It grew by close to 15%.
In 2023, UNOPS activities in the ‘social infrastructure and services’ sector contributed to most Goals.

‘Multi-sector’ activities were mainly in contributed to Goals 13 and 11;

Activities in the sector for ‘Economic infrastructure and services’ contributed to Goals 7, 9 and 16, amongst others;

‘Commodity aid’ contributed primarily to Goal 1.

The activities in the ‘humanitarian’ sector comprise both relief and recovery, including disaster prevention and preparedness. They, too, contributed to many different Goals.
UN functions we support

UNOPS activities support all three United Nations functions, including where humanitarian, development and peace efforts intersect.

Development is the largest function.

- Development
- Peace and security
- Humanitarian

From 2022 to 2023, ‘development’ was also the function with the highest increase. It grew by close to 9%.
In 2023, UNOPS activities under the UN ‘development’ function supported most Goals.

Activities under the ‘peace and security’ function mainly supported Goal 16;

Activities under the ‘humanitarian’ function supported many different Goals.
What we do with whom
The partners we work with

Over the years, UNOPS has worked with 200+ partners in the United Nations system and beyond.

- United Nations entities
- Programme countries
- Donor countries
- Vertical funds and multi-partner initiatives
- International financial institutions
- Regional and other intergovernmental organizations
- Other partners

In 2023, UNOPS worked with more than 180 partners. 2023 was the first time, demand from international financial institutions was highest.

Demand from United Nations partners has remained substantial and stable.

The graph does not include PharmaMx for 2020-2022.
In 2023, the service demand from 21 partners exceeded $30 M.

*Donor countries reflect direct bilateral engagements only. It does not reflect indirect donor funding through UN, IFIs, vertical funds and multi-partner initiatives (MPIs), or regional and other intergovernmental organizations which is covered in separate categories.*
UNOPS can expand partners’ implementation capacity for many of the Goals.

They have demand for activities contributing to different Goals:

- Support for **Goal 3, ‘good health and well-being’** has been consistently in high demand for many years. Activities are in demand by many partners, including **programme countries** and **donor countries, vertical funds and multi-partner initiatives**, and **IFIs**.

- Support for **Goal 16, ‘peace, justice and strong institutions’** has been a major area of activity for UNOPS for many years. Activities are primarily in demand by the **United Nations** in this area.

- Support for **Goal 1 ‘no poverty’** was significant in 2023. This is primarily due to one project in Afghanistan, supported by an **IFI** partner.

- Support for **Goal 11, ‘sustainable cities and communities’** and **Goal 9, ‘industry, innovation and infrastructure’** is most in demand by **IFIs** and **programme countries**.

The graph does not reflect the 2% expense which has yet to be linked to SDGs.
UNOPS activities span five functional services. Through them it can expand capacity in different ways.

Also in 2023, the UNOPS responses and service outputs drew on the **five functional services** in its mandate.

- **Procurement** remained the functional service in greatest demand - 35% of outputs was stand-alone procurement.
- **Infrastructure** amounted to 21%.
- **Project management** to 13%.
- **Financial management** service outputs for funds implementation and grants management comprised 19%, and
- **Human resources** 11% of the service outputs.
In 2023, UNOPS enabled partners through different functional services.

- **Procurement** services are in particular demand by programme countries, donor countries, vertical funds and multi-partner initiatives, and IFIs.
- **Infrastructure** services, mainly enabled IFIs and donor countries.
- **Financial management** services mainly enabled vertical funds and multi-partner initiatives.
- **Project management** and **human resources** services mainly enabled United Nations partners.
Functional services contributing to the achievement of the Goals

The analysis shows that all five types of services were leveraged for activities contributing to most Goals.

**Goal 3, ‘good health and well-being’,** was enabled mainly through procurement and financial management services.

**Goal 16, ‘peace, justice and strong institutions’,** was mainly enabled through project management and procurement services.

**Goal 1 ‘No poverty’ and Goal 11, ‘sustainable cities and communities’** were mainly enabled through infrastructure.

**Goal 13, ‘climate action’,** was primarily enabled through financial management and project management services, while **Goal 7, ‘affordable and clean energy’,** was enabled through infrastructure and project management services.

*The graph does not reflect the 2% expense which has yet to be linked to SDGs*
Where we operate
Also in 2023, UNOPS was active across all geographical regions. In 2023, a few large projects had come to an end in the Americas and new had started in Asia.

The global portfolio is delivered out of locations such as Geneva, New York and Copenhagen.

At the time of the report on 2023 implementation of the strategic plan, the organization was undertaking efforts to complete the linkages of the 14% global activities to the beneficiary country. The outcome of this exercise may impact the distribution.
In 2023, UNOPS contributed to many Goals in all five regions.

Activities in the Asia region contributed to Goals 3, 1 and 11.

Activities in Africa region contributed mainly to Goals 16, 3 and 9; while for the Americas, UNOPS activities were in support of Goals 3 and 9.

Projects in Europe and Oceania contributed to many different Goals.

Global activities from Geneva, New York and Copenhagen mainly contributed to Goals 3, 13, 7 and 16.

The graph does not reflect the 2% expense which has yet to be linked to SDGs.
The types of countries we work in

Over the years, the demand for UNOPS has continued to increase in countries in fragile and special situations. By 2023, demand in fragile and special situations was the highest ever and comprised almost two thirds of all activities.

The growth in demand for UNOPS activities in other programme countries has particularly been in the Latin America.

- Countries in fragile and special situations
- Other programme countries
- Global Portfolio, managed out of locations such as Geneva, New York and Copenhagen
- Other countries and territories

Countries in special situations are LDCs, LLDCs or SIDS (OHRLLS).
Countries in fragile situations are countries in fragile and conflict-affected situations (World Bank (FY24)).
The SDGs in focus for UNOPS contributions are not the same in all types of countries.

The top three goals in focus in countries in special and fragile situations were:
- **Goal 3, ‘good health and well-being’,**
- **Goal 16, ‘peace, justice and strong institutions’,** and
- **Goal 1, “No poverty”**

The top three goals in focus in other programme countries were:
- **Goal 3, ‘good health and well-being’,**
- **Goal 4, ‘quality education’,** and
- **Goal 9, ‘industry, innovation and infrastructure’.”

The graph does not reflect the 2% expense which has yet to be linked to SDGs.
UNOPS implementation activities are delivered in/from

(low-income economies)
(lower-middle income economies)
(upper-middle-income economies)
(high-income economies — this is mostly global activities managed out of Geneva, New York and Copenhagen.)

At the time of the report on 2023 implementation of the strategic plan, the organization was undertaking efforts to complete the linkages of the 14% global activities to the beneficiary country. The outcome of this exercise may impact the distribution.
In 2023, LICs particularly contributed to accelerating achievement of:

- **Goal 16, ‘peace, justice and strong institutions’**,
- **Goal 1, “No poverty”**, and
- **Goal 3, ‘good health and well-being’**.

Activities in LMICs particularly contributed to accelerating achievement of:

- **Goal 3, ‘good health and well-being’**,
- **Goal 16, ‘peace, justice and strong institutions’**,
- **Goal 1, “No poverty”**, and
- **Goal 13 ‘climate action’**.

Activities in UMICs particularly contributed to accelerating achievement of:

- **Goal 9, ‘industry, innovation and infrastructure’**, and
- **Goal 16, ‘peace, justice and strong institutions’**.