



**Executive Board of the
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Programme, the United Nations
Population Fund and the
United Nations Office for
Project Services**

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**United Nations Office for Project Services budget estimates for the
biennium 2026-2027**

**Report of the Advisory Committee on Administrative and Budgetary
Questions**

I. Introduction

1. The Advisory Committee on Administrative and Budgetary Questions has considered an advance version of the budget estimates for the biennium 2026-2027 for UNOPS (DP/OPS/2025/10). During its consideration of the report, the Advisory Committee met online with representatives of the Executive Director of UNOPS, who provided additional information and clarification, concluding with written responses received on 14 July 2025.
2. The report indicates that UNOPS has aligned its budget for the biennium 2026-2027 with the harmonized presentation adopted by UNDP, UNFPA, the United Nations Children's Fund (UNICEF) and UN-Women, based on decision 2024/24, in which the Executive Board approved harmonized approaches for cost classification, results-based budgeting and budget presentation. The budget estimates for the biennium 2026-2027 will underpin the first half of the UNOPS strategic plan, 2026-2029. The budget supports the UNOPS commitment to implementation through sustainable, efficient and financially viable project services providing practical solutions for partners, framed by three implementation goals and nine implementation principles with indicators and targets reinforcing accountability for implementation for impact in accordance with the UNOPS mandate (*ibid.*, summary). Annex I to the report provides the results framework for the biennium 2026-2027 alongside the corresponding resources.
3. Upon enquiry, the Advisory Committee was informed that while the Executive Board, in its decision 2024/24, approved the presentation of the budget by seven harmonized enabling functions as outlined in annex I of the report, UNOPS internally employs a more detailed framework with 17 global functions linked to the seven enabling functions outlined in annex III of the report. The Committee notes in this regard the inclusion of an additional enabling function entitled "special-purpose activities", which is not funded as part of the budget estimates and may be approved by the Executive Board under UNOPS financial regulation 22.03 (*ibid.*, summary, paras. 46 and 75, and annex III).

II. Budget estimates for 2026-2027

4. The budget estimates for UNOPS for the biennium 2026-2027 amount to \$260 million, representing a real growth of \$27.7 million, or 11.9 per cent, compared to the to the actuals for 2024 and projections for 2025 of \$232.2 million, and a decrease of \$65 million, or 20 per cent, as compared to the initial estimates of \$325 million for the biennium 2024-2025. It is indicated in the report that the revenue estimate is based on an underlying estimate for project expenses of \$6.4 billion (DP/OPS/2025/10, summary, annex II).

5. Upon enquiry, the Advisory Committee was provided with actuals and budgeted estimates for project expenses for the biennium 2022-2023 and 2024-2025 to-date, as follows: \$6.2 billion actuals vs. \$6.0 billion estimate for 2022-2023; \$3.8 billion actuals as at 20 June 2025 vs. \$5.9 billion for 2024-2025 (estimates as per DP/OPS/2023/7). The Committee was also provided with an update of table 2 of the report, reproduced below.

Resources	2018-2019	2020-2021	2022-2023	2024-2025	2024 (Actual) and 2025 (Projection)	2026-2027
	Actual	Actual	Actual	Budget estimates		Budget estimates
Total revenue on budget basis	182.9	244.0	239.2	325.0	232.0	260.0
Use of resources						
Post and other staff costs	41.5	45.8	64.2	110.5	99.7	107.4
Travel	7.4	1.6	10.4	11.2	9.2	9.2
Consultants	51.4	63.0	102.1	160.2	88.9	97.8
Contractual Services	4.4	2.2	10.9	0.0	9.8	13.1
Operating expenses	7.9	7.9	13.9	20.3	13.3	16.3
Furniture and equipment	0.9	3.2	3.6	10.9	2.2	2.2
Reimbursements	1.8	2.6	6.7	11.9	9.1	14.0
Total use of management resources	115.1	126.1	211.7	325.0	232.3	260.0
Net Revenue on budget basis (a)	67.8	117.9	27.5	0.0	-0.3	0.0
Write-offs and provisions (b)	9.1	28.6	34.6	0.0	18.9	0.0
Strategic investment from surplus (c)	5.8	3.0	0.0	0.0	0.0	0.0
Total Balance of resources (a-b-c)	52.8	86.3	-7.1	0.0	-19.2	0.0

6. The Advisory Committee notes that the estimate for project expenses of \$6.4 billion for 2026-2027 is 8.5 per cent higher than the \$5.9 billion estimate for 2024-2025. The Committee also notes that actuals for 2024-2025 amounted to \$3.8 billion as of June 2025. The Committee trusts that detailed information will be provided to the Executive Board during its consideration of the present report regarding the assumptions and estimates which underpin expectations of a significant increase in project expenses in the next biennium, especially in a scenario of constrained resources among United Nations entities.

7. With regard to the budget estimates, the Advisory Committee notes that actual expenses for 2022-2023 amounted to \$211.7 million; for the biennium 2020-2021, \$126.1 million; and for the biennium 2018-2019, \$115.1 million. Upon enquiry, the Advisory Committee was informed that the increase in the 2026-2027 budget compared to the 2024-2025 projections is primarily driven by several factors: a compounded inflation rate of 3.6 per cent, an anticipated rise in the UNOPS contribution to the wider United Nations system due to reductions by other United Nations agencies, expanded activities related to compliance and oversight, and the annualization of positions that were previously only partially funded. **The Advisory Committee notes that the proposed budget estimates assume estimated project expenses that are significantly above actuals in the current biennium (see para. 6, above). The Committee also notes that, despite being a reduction in comparison to the budget estimates for 2024-2025, the proposed amount represents an increase in comparison to actual budget projections for the current cycle.**

8. The Advisory Committee recalls its recommendation (see AC/2251, para. 5) that there may be merit in a more gradual increase in budget estimates (see also para. 13, below). The Committee considers that, in view of actual budget projections and in the context of constrained resources within the United Nations system, a more comprehensive and detailed justification should be provided to the Executive Board on the continuing trend of estimated growth of project expenses.

Revenue, reserves and management fee

9. It is indicated in paragraph 39 of the report that 2024-2025 expenditure projections have been realigned to reflect lower-than-expected revenue of \$232 million – 28.6 per cent below the original

\$325 million estimate based on project expenses of \$5.9 billion – due to ongoing management fee rebates and a slower transition to the new cost-recovery policy (see paras. 14-15 below). As a result, certain investments, such as the digitalization programme, had to be funded from reserves. Upon enquiry, the Advisory Committee was provided with an expanded version of table 1 of the report, showing which enabling functions were impacted by the reduction in revenue (see annex I below).

10. For the biennium 2026-2027, a target of \$260 million, reflecting the underlying estimate of \$6.4 billion in direct cost, is set to cover the use of management resources. UNOPS indicates that cost recovery rates will be set according to future revenue needs and, accordingly, projects a decrease in the average management fee from 5.5 per cent in 2024-2025 submission to 5.3 per cent for the estimates in 2026-2027 (DP/OPS/2025/10, paragraph 42 and figure 1). Upon enquiry, the Advisory Committee was informed that the average rate proposed to the Executive Board for approval in annex II of the budget estimates for the biennium 2024-2025 was 5.5 per cent, based on a total revenue need of \$325 million (see paragraph 9, above). However, in accordance with Executive Board decision 2023/22, \$23.6 million was approved as a carry-forward to continue the implementation of the comprehensive response plan (see paragraph 24 below), and as a result, the actual average recovery rate became 5.1 per cent. The 5.3 per cent rate proposed for the biennium 2026-2027 is based on project expenses of \$6.4 billion and the corresponding total revenue need of \$340 million, inclusive of \$260 million in management resources in addition to \$80 million for long-term investments, and the replenishment of the minimum operational reserve, as outlined in table 1 of the report and reproduced below.

Table 1: Revenue need for the 2026-2027 biennium

Description	Amount
Base revenue need	\$260m
Commitments approved by the Executive Board (FRR 22.03)	\$40m
Replenishment of Minimum Operational Reserve for expected outflows and growth	\$40m
Total revenue need	\$340m

11. Upon enquiry, the Advisory Committee was informed that the need for an additional \$80 million arose from paragraph 16 of Executive Board decision 2023/4, which requested that UNOPS set its fees so as to ensure the financial means required to maintain the minimum operational reserve level and make any organizational investment, as per the biennial budget estimates. The related submissions would be made to the Executive Board over the course of the biennium for its review and approval. The Committee was further informed, upon enquiry, that the use of reserves was governed by UNOPS financial regulations 22.02 and 22.03 and that commitments of \$40 million reflected estimated long-term investment needs for 2026-2027 and have not yet been approved by the Board. The Committee was also provided with opening and closing balances (in thousands of dollars) for net assets and the minimum operating reserve over the period 2019-2023, reproduced below.

UNOPS net assets	2019	2020	2021	2022	2023
Opening balance	192,915	252,044	286,546	360,368	324,037
Closing balance	252,044	286,546	360,368	324,037	293,810

Minimum operational reserve	2019	2020	2021	2022	2023
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Opening balance	21,725	21,025	21,988	138,764	147,252
Closing balance	21,025	21,988	138,764	147,252	165,319

12. The Advisory Committee notes that, in the current biennium, organizational investments have been financed from reserves due to reduced revenue and a slower transition to the new cost-recovery policy. The Committee also notes that for 2026-2027, \$40 million is estimated as organizational investments, separate from the budget estimates. The Committee acknowledges the importance of long-term investments, and is of the view that they need to be accompanied by a clear strategy and performance indicators, particularly in the context of reduced revenues. The Committee trusts that more information on the use of reserves to fund organizational investments, as well as on the proposed investments for 2026-2027, objectives, and indicators, will be provided to the Executive Board at the time of its consideration of the present report. The Committee also trusts that updated information on the current level of operational reserves, and further justification on the need for replenishment, will likewise be provided to the Executive Board.

13. The Advisory Committee notes that the budget estimates for 2026-2027 are based on a methodology for calculating the cost recovery rate, which, in the context of reduced revenue projections, includes elements not yet approved by the Executive Board, such as \$80 million in long-term investments and the replenishment of the minimum operational reserve. The Committee recalls its previous recommendation on the subject (see AC/2251, para. 25), which considered that a gradual approach would be more appropriate for the proposed increase in the cost recovery rate, and trusts that further clarification will be provided to the Executive Board at the time of its consideration of the present report.

Full cost-recovery model

14. An overview of the UNOPS full cost-recovery operating model is provided in paragraphs 33-38 of the report. It is indicated that the model is aligned with the quadrennial comprehensive policy reviews and the harmonized approach endorsed by the Finance and Budget Network (DP/OPS/2025/10, paragraph 33). Under this model, all management and administration functions are classified as indirect costs and funded through the management fee, while direct costs include project-related activities and shared services at the local, regional, and headquarters levels that directly support implementation. This structure ensures appropriate cost attribution and supports the financial sustainability of UNOPS across current and future bienniums (*ibid.*, paragraphs 33-35). Upon enquiry, the Advisory Committee was informed that UNOPS applies activity-based costing, aligned with the Finance and Budget Network guidance and UNOPS financial rules, to allocate costs directly supporting project implementation at the locally, regionally, and globally managed shared services levels. The Committee was further informed that shared services do not subsidize the management budget and are ring-fenced in the accounts.

15. To strengthen this framework, UNOPS engaged a third-party consultancy in 2024 to benchmark its cost recovery model. The review found that UNOPS follows industry best practices and maintains a relatively low average management fee compared to other development actors. In response to the review and recommendations of the Board of Auditors, UNOPS is updating its management fee-setting methodology for the biennium 2026-2027 to ensure full coverage of indirect costs (*ibid.*, paragraphs 36-37 and annex II). Additionally, it is indicated that a new framework memorandum of understanding signed with the United Nations Secretariat, effective from 1 May 2024 through 31 December 2033, reduces the standard indirect cost rate and clarifies that UNOPS rules apply when implementing projects (*ibid.*, paragraph 38).

III. Staff and personnel

Posts

16. For the biennium 2026-2027, 253 posts are proposed to be funded under the management expense budget, a decrease of 42 posts, or 14.2 per cent, compared with the budget estimates for 2024-2025. The Advisory Committee was informed, upon enquiry, that staff post reductions do not directly equate to management expense savings, as many roles are only partially funded from the management budget; in addition, the 2026-2027 budget estimates also include \$6 million in inflation adjustments based on a rate of 3.6 per cent.

17. It is indicated in the report that, pursuant to the decision of the Executive Board and the recommendation of the Board of Auditors, UNOPS completed the first phase of its contract modality review, converting 94 contractor positions performing core functions into staff posts to reinforce a staff-based organizational structure (*ibid.*, paragraph 79). Upon enquiry, the Advisory Committee was informed that the cost of the conversion of the 94 positions to a fixed-term basis amounted to \$11 million, and that UNOPS considered the conversion exercise to be fully implemented.

18. The Advisory Committee was provided with a breakdown of actual staff posts encumbered as at 31 December 2024 and 24 June 2025, as well as the posts proposed for 2026-2027 (reproduced below).

	Budget estimates, 2024-2025			2024 actual as of 31st December			2025 actual as of 24th June			Budget estimates, 2026-2027		
	HQ (non-field)	Regions (field)	Total	Headquarters (non-field)	Regions (field)	Total	Headquarters (non-field)	Regions (field)	Total	Headquarters (non-field)	Regions (field)	Total
USG/ASG	3	0	3	3	0	3	3	0	3	3	0	3
D-2	4	5	9	4	6	10	4	6	10	4	6	10
D-1	15	18	33	10	17	27	11	16	27	13	18	31
Other international professionals	104	123	227	77	93	170	78	84	162	92	102	194
All other	16	7	23	9	6	15	9	6	15	10	5	15
Total	142	153	295	103	122	225	105	112	217	122	131	253

19. **The Advisory Committee notes that despite being a decrease from estimates for 2024-2025, the proposed level of staff for 2026-2027 represents an increase compared to actuals for 2024-2025, and trusts that further justification on the need for the additional 36 posts – in particular the additional 17 at headquarters – will be provided to the Executive Board at the time of its consideration of the present report.**

20. With regard to individual contractors, it is indicated in the report that this category of personnel continues to form the majority of UNOPS management-budget funded positions at an estimated total of 500 ongoing positions, and more than 1,200 positions under the shared-services modality, for 2026-2027. The positions provide the flexibility needed under the full cost recovery and project-based operating model of UNOPS (*ibid.*, paragraph 82). Upon enquiry, the Advisory Committee was provided with details of the evolution of personnel costs and posts over the period 2016-2025 (see annex II, below).

Gender parity and geographical representation

21. Upon enquiry, the Advisory Committee was informed that as at 30 June 2025, of 720 UNOPS international and national staff – including regional and hosted entities – 309, or 43 per cent, were female, and 411, or 57 per cent, were male. Of 4,903 UNOPS international and national non-staff personnel – including regional and hosted entities – as of the same date, 2,551, or 52 per cent, were female, and 2,352, or 48 per cent, were male. The Committee was also informed, upon further

enquiry, that of the 720 UNOPS international and national staff, 430, or 60 per cent, were from the Global North, and 290, or 40 per cent, were from the Global South. Of the 4,903 UNOPS international and national non-staff personnel, 715, or 15 per cent, were from the Global North, whereas 4,188, or 85 per cent, were from the Global South. UNOPS indicates that the geographical distribution classifications of “Global North” and “Global South” were used for personnel reporting to the Executive Board, were included in UNOPS diversity, equity and inclusion targets, and have been updated to align with the United Nations data standards for system-wide reporting of financial data,¹ based on the Organization for Economic Co-operation and Development/Development Assistance Committee list of official development assistance recipients.² **The Advisory Committee recalls its earlier recommendation (see AC/2251, para. 35) and trusts that UNOPS will continue to increase its efforts towards geographical representation and gender parity in its personnel. The Committee also trusts that, going forward, UNOPS will ensure to include up-to-date and further disaggregated statistics on geographical representation, as appropriate, for the consideration of the Executive Board in its budget estimate reports.**

IV. Other matters

UN80 initiative

22. Upon enquiry as to the impact of the UN80 initiative on UNOPS, the Advisory Committee was informed that UNOPS is actively engaged in the UN80 initiative and is monitoring shifts in funding and donor priorities. The Committee was informed that UNOPS is reviewing different dimensions of its self-reliant operating model, while it continues to expand and contract its workforce and locations based on demand from partners within the United Nations and beyond. **The Advisory Committee trusts that the implications of the UN80 initiative with respect to the budget estimates for the biennium 2026-2027, and to UNOPS operations as a whole, will be further elucidated to the Executive Board at the time of its consideration of the present report.**

23. The Advisory Committee was also informed, upon enquiry with regard to the inclusion of policy infusions in the UNOPS implementation goals and principles, such as gender mainstreaming, supplier capacity building, or developing implementing partners’ capacity, that General Assembly resolution 65/176 established the UNOPS mandate to be, inter alia, a central resource for the United Nations system in procurement and contracts management, as well as in civil works and physical infrastructure development, including related capacity-development activities. It was indicated to the Committee that the resolution also reaffirmed the provision of Executive Board decision 2009/25 for UNOPS, in the context of coherence and the furtherance of United Nations objectives, to act as a service provider. Consecutive General Assembly resolutions on quadrennial comprehensive policy reviews (resolutions 75/233, 71/243, and 67/266) have emphasized the expectation of entities of the United Nations development system to observe United Nations objectives in relation to sustainability and capacity development. UNOPS has therefore continued to build its capabilities to fulfil the provisions and intent of its General Assembly mandate for related capacity development and sustainable approaches aligned with United Nations objectives, including those set out in the 2030 Agenda for Sustainable Development. The Committee was further informed that a number of Executive Board decisions supported this approach, and was provided with the related examples (see annex III, below). **In the context of the UN80 initiative, the Advisory Committee sees merit in reviewing the expansion of the UNOPS business model against the entity’s original mandate as a service provider.**

Comprehensive response plan and ‘S3i’

24. With regard to the comprehensive response plan, the Advisory Committee was informed that it included 43 recommendations and 84 actions structured into six broad areas, and that UNOPS had completed 41 recommendations to planned scope. The two ongoing recommendations related to the multi-year Process Innovation and Digitalization programme, and the recovery of funds from S3i investments, which is a process led by the United Nations Office of Legal Affairs. **The Advisory Committee notes the advanced implementation of the comprehensive response plan and trusts that more information regarding how its implementation has contribution to enhanced**

¹ https://unsdg.un.org/sites/default/files/2022-04/UN_DataStandards_Digital_March2022.pdf

² <https://www.oecd.org/en/topics/sub-issues/oda-eligibility-and-conditions/dac-list-of-oda-recipients.html#oda-recipients-list>

internal controls and a strengthened accountability framework will be provided in future reports.

25. With respect to the recovery of funds, the Advisory Committee was informed that UNOPS organizes a closed briefing on the margins of all Executive Board meetings, with a representative from the Office of Legal Affairs, to apprise Board members of the latest developments. In addition, UNOPS provides quarterly updates to the Board on the Process Innovation and Digitalization programme. Upon enquiry as to the costs of the S3i matter, the Advisory Committee was informed that in 2023 the Executive Board had allocated an initial \$8 million to support implementation of its decisions concerning S3i, covering legal services, forensic investigations, and efforts towards fund recovery and criminal accountability. In January 2025, UNOPS requested continued support, and the Executive Board, in its decision 2025/6, approved an additional \$9.2 million from the operational reserve, bringing the total allocation to \$17.2 million. By the end of the first quarter of 2025, approximately \$9.6 million had been expended in pursuing the S3i matter. The Committee was provided with a more detailed breakdown of those amounts, shown below.

S3i budget and expenses (in \$ millions)			
		Budget [^]	Expenses 2023-Q1 2025
External counsel and specialized services required by the Office of Legal Affairs (OLA)	Funds recovery	13.16	5.69
	Accountability (including forensic reviews)		2.36
OLA staff		3.47	1.22
Other		0.57	0.31
Total		17.20	9.57

[^]Budget includes \$8 million allocated as part of the comprehensive response plan, and \$9.2 million allocated pursuant to Executive Board decision 2025/6. Allocation among budget categories is preliminary, and subject to change as needs evolve.

26. The Advisory Committee trusts that future reports will include updated information on funds recovered and the related expenses.

Annex I

Enabling functions impacted by reduction in revenue, 2024-2025

Enabling function	Management resources Budget estimates (in \$ millions)			Information on areas where expenses have been impacted
	2024-2025 Budget estimates	2024 (actual) and 2025 (projection)	Change (in \$ millions)	
Executive leadership and corporate direction	57.2	39.2	-18.0	- Exclusion of the previously included strategic investments due to lack of available management resources
Corporate external relations and partnerships, communications and resource mobilization	68	46.6	-21.4	- Includes adjustments to organizational structures and review of cost classification among functions - Discontinuation of merit rewards due to unavailability of funds
Field/country office oversight, management and operations support	73.5	65.2	-8.3	- Review of cost classification among functions
'Corporate human resources management' and 'Staff and premises security'	15.5	15.8	0.3	- Higher human resources investments, including in administration of justice
	3.7	3.7	0.0	
Corporate financial, information and communication technology and administrative management	61.4	19.7	-41.7	- Exclusion of the funding of process innovation and digitalization from management resources - Reduction of resources related to enhancement of current enterprise resource planning system under management budget - Adjustments in funding guidance for mission-critical roles
Corporate oversight and assurance	45.7	42.3	-3.4	- Reduction in funding required to implement third-party reviews under management budget - Reduction of legal fees under management budget
Total	325	232.4	-92.6	

Annex II**Evolution in personnel costs and staffing, 2016-2025**

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Projection
Post and Common staff costs	20.2	21.7	20.7	20.7	21.2	24.6	28.1	36.1	49.3	50.4
Consultants	21.4	25.1	24.7	26.7	30.0	33.0	48.5	53.7	43.5	45.4
Total	41.6	46.9	45.4	47.4	51.2	57.6	76.5	89.8	92.8	95.8

UNOPS regular workforce under management expense

	Count of personnel*									
Employment type	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
GS**	24	14	10	10	5	2	3	8	10	10
IP	98	101	95	94	92	99	105	156	210	202
NO	4	2	6	8	4	3	2	5	5	5
Staff total	126	117	111	112	101	104	110	169	225	217
LICA	149	151	130	101	91	103	104	129	111	106
IICA	140	175	198	204	234	259	280	299	285	254
Non-staff total	289	326	328	305	325	362	384	428	396	360
Grand total	415	443	439	417	426	466	494	597	621	577

* The time series shows data as of 31 December (2016 - 2024). For 2025, the data is actual encumbered positions as of 24 June 2025.

**GS=general services; IP=International professional, comprising USG/ASG, D-2, D-1 and other international professionals; NO=national professional; LICA=local individual contractor agreement; IICA- international individual contractor agreement

Annex III

Executive Board decisions supporting UNOPS capacity development and sustainable approaches aligned with United Nations objectives

28. Decision 2012/16 on the Executive Director's annual report on 2011:

Encourages UNOPS to further mainstream the national capacity development agenda in the competency areas where UNOPS has a mandate and a recognized comparative advantage, namely, project management, infrastructure and procurement, including through the use of local resources;

29. Decision 2012/24 on the midterm-review of the strategic plan, 2010-2013:

Endorses the midterm review of the strategic plan, 2010-2013, that highlights the enhanced focus of UNOPS, which seeks to maximize its comparative advantage and reduce overlap and duplication with the mandates of partner organizations;

Appreciates the increased emphasis on national capacity development and sustainable approaches to project management, procurement and infrastructure.

30. Decision 2013/22 on the Executive Director's annual report on 2012:

Takes note of: (a) the significant contributions made by UNOPS, often in the most challenging environments, to the operational results of the United Nations and its partners; and (b) the increased focus on sustainability and investment in its core areas of expertise, notably infrastructure, procurement and project management;

31. Decision 2013/23 on the UNOPS strategic plan, 2014-2017:

Welcomes the enhanced focus of UNOPS services to partners in the United Nations and beyond, the emphasis on sustainability, national ownership and capacity development, recognizing that it is firmly grounded in the self-financing business model of UNOPS;

[...]

Encourages UNOPS to contribute, within its mandated areas of work, to innovation and the adaptation of best-practice standards of sustainability and quality;

Supports the development of a sustainability screening tool for review of UNOPS engagements against the three dimensions of sustainability, and requests UNOPS to widely share this instrument after its finalization.

32. Decision 2014/20 on the Executive Director's annual report on 2013:

Welcomes the firm platform established for implementing the strategic plan, 2014-2017, focused on sustainable development;

33. Decision 2015/12 on the Executive Director's annual report on 2014:

Takes note of the efforts made to enhance and report on UNOPS contributions to partners' sustainable results, including the pursuit of best practices and recognized standards;

Further takes note of the overall progress made in implementing the UNOPS Strategic Plan, 2014-2017, which has established a strong foundations for UNOPS to support Member States in implementing the sustainable development goals and the post-2015 development agenda;

34. Decision 2017/16 on the Executive Director's annual report on 2016:

Recognizes the contributions of UNOPS to the operational results of Governments, the United Nations and other partners in 2016, through efficient management support services and effective specialized technical expertise, expanding the implementation capacity for sustainable development;

[...]

Acknowledges efforts made to enhance reporting on the contributions of UNOPS to partners' sustainable results, including the pursuit of best practices and recognized standards;

Welcomes the progress made in implementing the UNOPS strategic plan, 2014-2017, as calibrated through the midterm review, which reconfirms the viability of its unique demand-driven business model and establishes strong foundations for UNOPS to support Member States' achievement of the 2030 Agenda;

35. Decision 2017/26 on the UNOPS strategic plan, 2018-2021:

Encourages the UNOPS approach of embedding sustainable implementation practices;

36. Decision 2018/12 on the Executive Director's annual report on 2017:

Recognizes the contributions of UNOPS to the operational results of Governments, the United Nations and other partners in 2017, through efficient management support services and effective specialized technical expertise, expanding the implementation capacity for sustainable development;

Takes note of the successful implementation of the UNOPS Strategic Plan, 2014-2017, and the solid implementation platform established on which to initiate the UNOPS Strategic Plan, 2018-2021, to support Member States in achieving the 2030 Agenda for Sustainable Development;

[...]

Requests UNOPS to continue to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States with a view to support full implementation of General Assembly resolutions 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and 72/279 of 31 May 2018 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, including its contribution to a smooth transition and business continuity of the resident coordinator system;

37. Decision 2019/12 on the Executive Director's annual report on 2018:

Recognizes the contributions of UNOPS to the operational results of Governments, the United Nations and other partners in 2018 through efficient management support services and effective specialized technical expertise, expanding the implementation capacity for sustainable development;

38. Decision 2020/8 on the Executive Director's annual report on 2019:

Recognizes the contributions of UNOPS in 2019 to the operational results of governments, the United Nations and other partners through efficient management support services and effective specialized technical expertise, expanding the implementation capacity for sustainable development;

39. Decision 2020/20 on the midterm-review of the strategic plan, 2018-2021:

Takes note of the increasing demand for UNOPS to expand implementation capacity for sustainable development, including in direct support of countries and in the most fragile situations, while demand has remained relatively stable from United Nations entities;

40. Decision 2021/10 on the Executive Director's annual report on 2020:

Recognizes the contributions of the United Nations Office for Project Services (UNOPS) in 2020 to the operational results of the United Nations, Governments and other partners, through efficient management support services and effective specialized technical expertise, expanding the implementation capacity for sustainable development;

41. Decision 2021/20 on the strategic plan, 2022-2025:

Endorses the Strategic Plan, 2022-2025, and recognizes the contributions UNOPS can make to expand the implementation capacity of countries, based on their respective national priorities and needs, to inter alia achieve the Sustainable Development Goals;

42. Decision 2022/13 on the Executive Director's annual report on 2021:

Recognizes the contributions of UNOPS in 2021 to the operational results of governments, the United Nations, and other partners, through management support services and specialized technical expertise, expanding the implementation capacity for sustainable development;

43. Decision 2022/20 on the annual statistical report on United Nations procurement, 2021:

Encourages UNOPS to strengthen its cooperation with all United Nations system entities in order to enhance reporting on collaborative procurement and on efficiency gains achieved through this mechanism, and highlights the need for the United Nations development system to realize greater efficiency gains and increase transparent and sustainable procurement practices.

44. Decision 2023/16 on the early midterm review of the UNOPS strategic plan, 2022-2025:

Recognizes that the midterm review was informed based on comprehensive internal and external consultation; and analysis of performance, including an external evaluation with case studies of how projects implemented contribute to Sustainable Development Goals 3, 7 and 13;

[...]

Encourages UNOPS to continue and consolidate systematic analysis and reporting to the Executive Board on the contributions of its service delivery to the operational results of partners, the expansion of partners' implementation capacity and the achievement of the 2030 Agenda and its Sustainable Development Goals;

[...]

Notes with concern the decline in procurement from local suppliers in 2022 and requests UNOPS to strengthen efforts to support local capacity development through engagement with suppliers in local supply chains, in line with UNOPS financial regulations and rules.

45. Decision 2024/29 on the annual statistical report on the procurement activities of United Nations system organizations, 2023:

Acknowledges the 2023 report, which marks the 40th edition of United Nations procurement reporting and underscores the importance of transparency and openness in procurement practices for building trust with partners and the public, and encourages UNOPS, in collaboration with other United Nations entities, to continually improve transparency and reporting on procurement operations and their outcomes, emphasizing the impact of procurement on sustainable development.
