

Annual Report

2025





Cover:
Zeinabou, President of Koupa
Menke-Ori Village Water Committee in
western Cameroon, with a UNOPS team
member. © UNOPS/Elise Laker/2023

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Foreword

From the Executive Director



Jorge Moreira da Silva
UN Under-Secretary-General
and UNOPS Executive Director

The year 2025 was marked by profound global turbulence.

Armed conflicts, deepening climate crises, increasing economic instability and inequality increased communities' needs around the world.

For millions of people, daily life became a challenge, testing shared commitments to peace, prosperity and development. At the same time, our multilateral system – and the resources available to respond – came under unprecedented pressure.

Against this backdrop, UNOPS remained focused on what it does best: getting work done and delivering practical solutions to improve people's lives around the world.

From Afghanistan to the Gaza Strip, from Haiti to Jamaica, Ukraine to Myanmar, Sudan and Yemen, UNOPS continued to support communities impacted by crises.

Around the world, UNOPS teams built roads, hospitals and schools, delivered medical supplies, built solar-powered energy grids, created livelihood opportunities for the poorest, supported local businesses and capacities, and promoted climate solutions.

Our colleagues work hard to respond to conflicts and crises, enable humanitarian and development operations – including through mine action – and help communities build back better after disasters and wars.

The 2025 annual report highlights the extent and impact of this work. Last year, UNOPS worked in over 130 countries and territories, delivering practical solutions in the areas of peace and security, sustainable development and humanitarian efforts. In support of communities around the world, we delivered over 1,100 projects, worth approximately \$2.7 billion.

We also created 26 million days of paid work for local communities, including 10 million days of work for women. Two-thirds of all of our work was in special and fragile situations.

In a context where value for money is increasingly more relevant for governments and taxpayers, we succeed in delivering our projects with a full cost recovery fee of 4 per cent, which is one of the lowest – if not really the lowest – in the multilateral landscape.

As a key part of the UN system, UNOPS provides critical technical, operational and logistical support. Through this, we help translate UN resolutions and mandates into tangible, on-the-ground results for the communities we serve. Last year, 70 per cent of our portfolio involved collaboration with other UN organizations.

In addition, UNOPS continued to actively support the UN80 reform initiative for the organization to deliver more effectively and coherently.

Above all, the year 2025 has been a testament to the resilience of the UNOPS agile and cost-effective fee-for-service model, as well as the commitment and determination of our personnel working in some of the world's most challenging environments.

It also reflected the growing trust placed in UNOPS by our partners – who clearly value our unique business model and ability to deliver high-quality services in complex contexts.

As we look ahead, we remain focused on scaling up and speeding up impact through practical solutions that support people in need, contributing to a more peaceful, fairer and greener world for all.

2025 OVERVIEW

Annual results

In 2025 – amid raging conflicts, growing inequalities and the looming climate crisis – UNOPS commitment to providing practical solutions to address the world’s many immense challenges remained constant.



Our work included



+1,100

projects implemented



+130

countries and territories where UNOPS delivered projects



\$1.4 billion

worth of goods and services procured on behalf of our partners



2/3

of UNOPS project work delivered in special or fragile situations



64

schools constructed, designed or rehabilitated



\$75 million

worth of projects delivered in Small Island Developing States

26 million

days of paid work created for local communities

103 km

of roads designed, constructed or rehabilitated

\$1.3 billion

worth of projects with Least Developed Countries



10 million

days of created paid work undertaken by women



53 hospitals

and health clinics constructed or rehabilitated



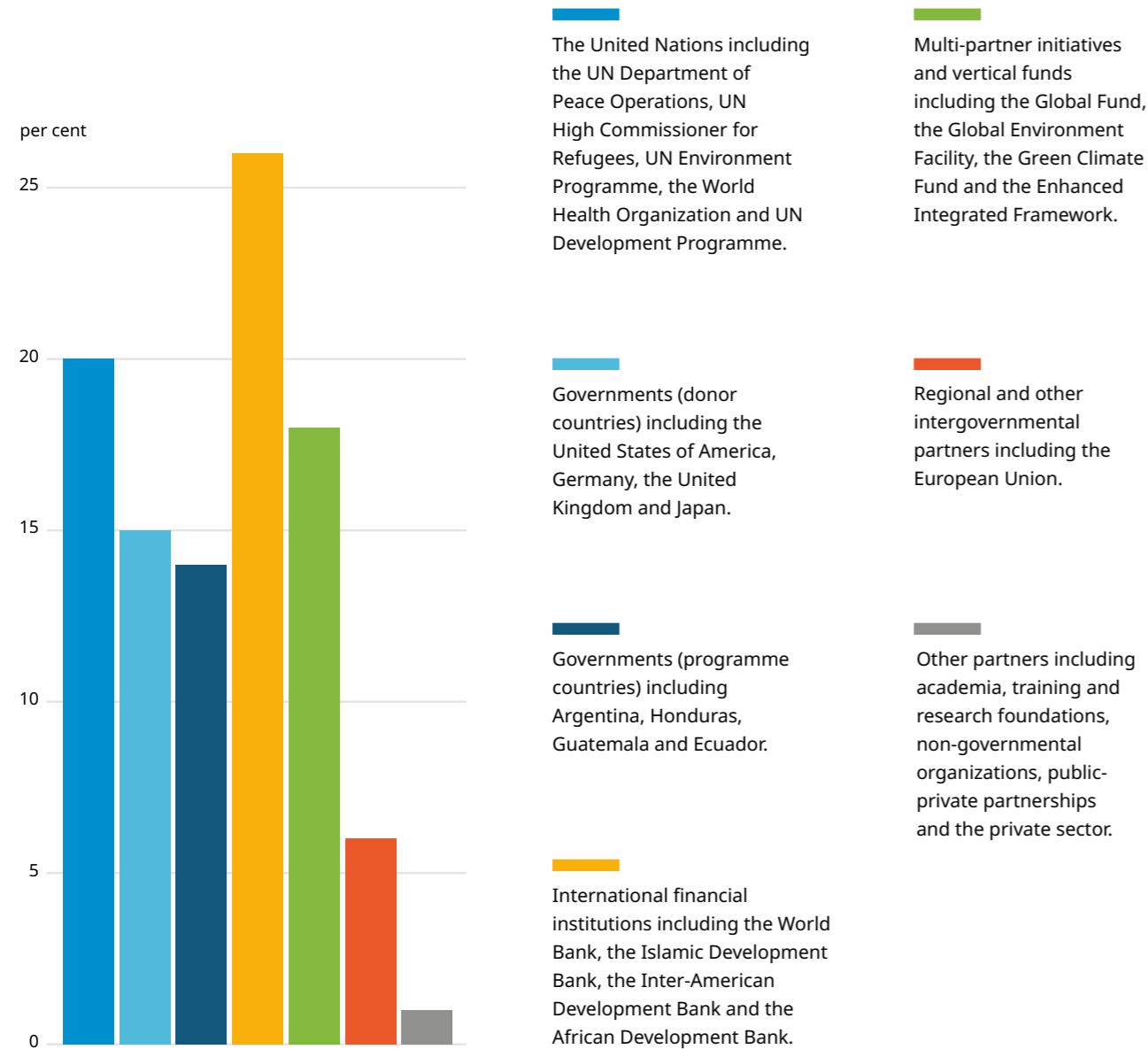
\$556 million

worth of projects delivered in landlocked developing countries

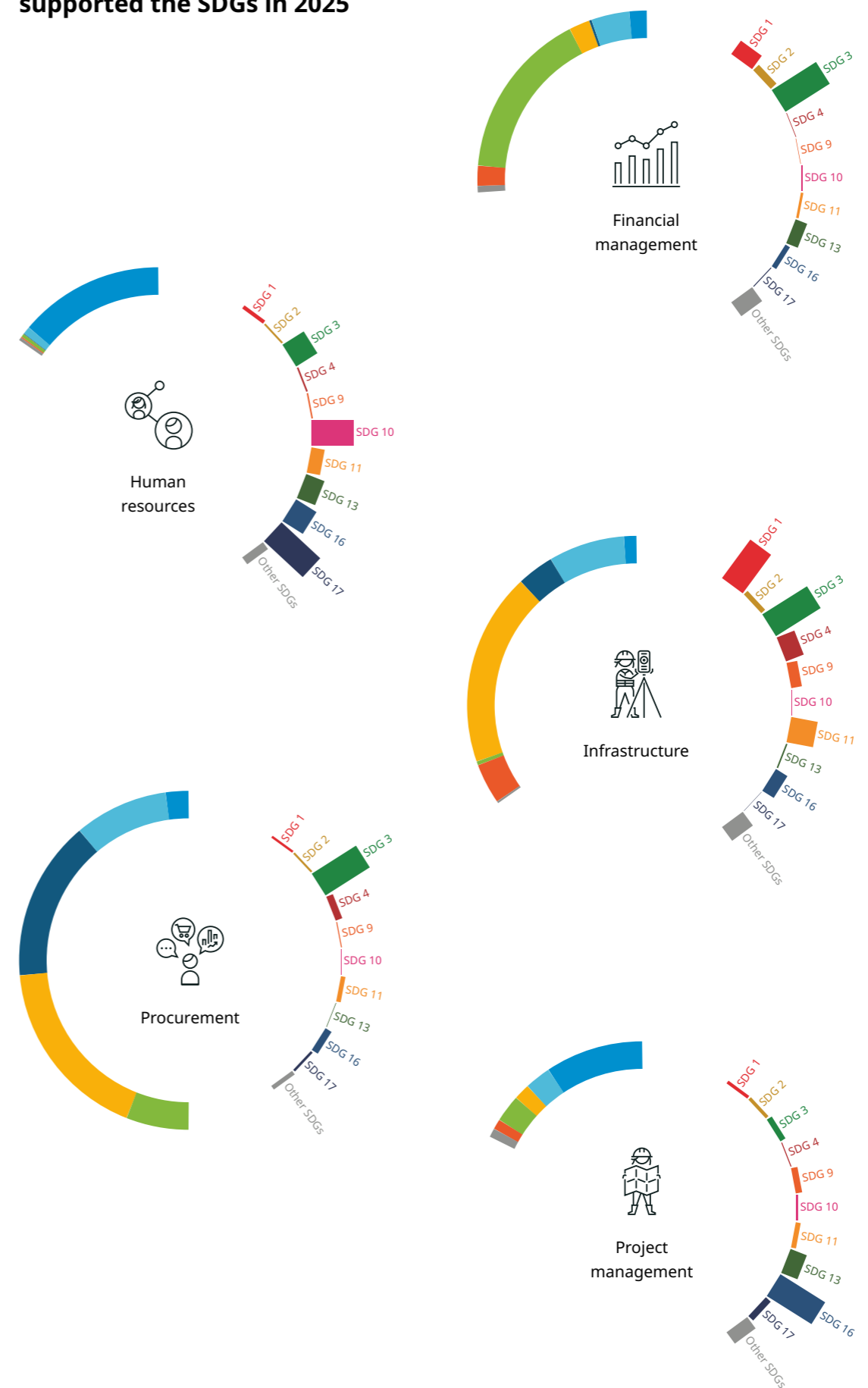
Advancing the Sustainable Development Goals

To advance the 2030 Agenda, we support partners from across the UN, programme and donor countries, international financial institutions, vertical funds and multi-partner initiatives, and intergovernmental organizations.

Partners supported to advance the SDGs in 2025

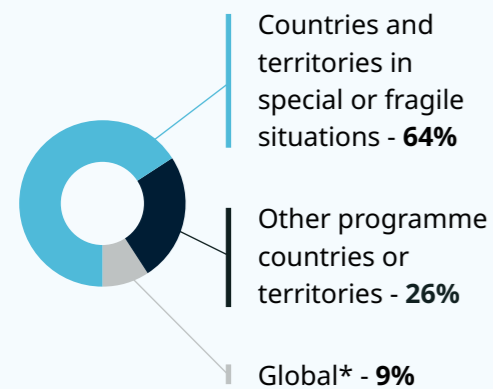
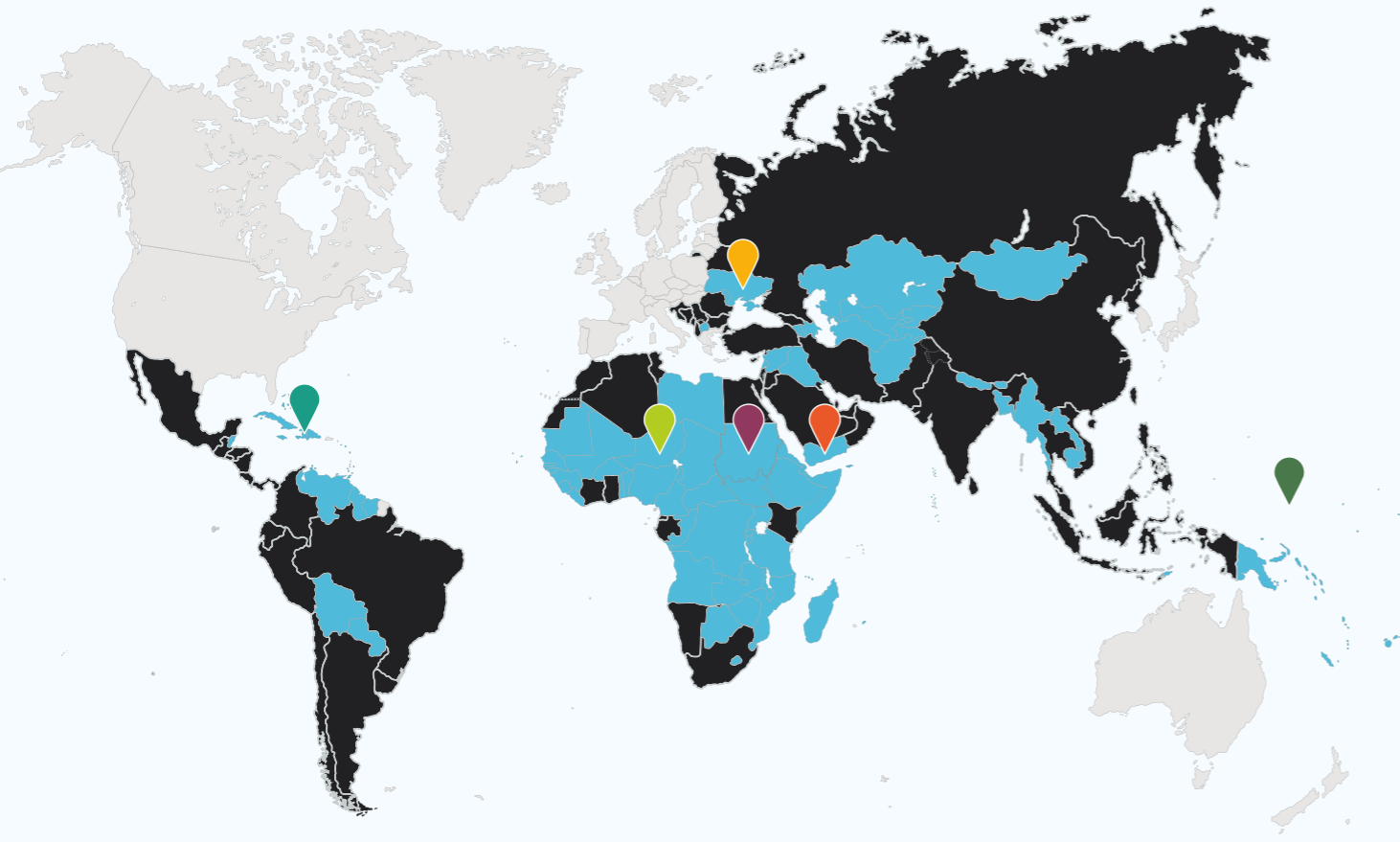


How UNOPS services met partners' needs and supported the SDGs in 2025



Impact for the people we serve

In 2025, most of our work was in countries where needs were greatest.

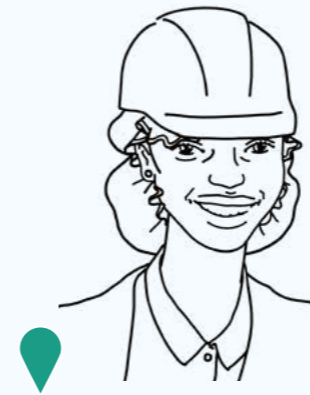


■ Countries and territories in special or fragile situations

■ Other programme countries or territories

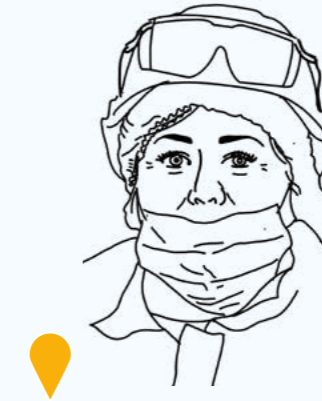
**9% represent global activities which are managed mainly from Geneva, New York and Copenhagen.*

This map is for illustrative purposes and does not imply the expression of any opinion on the part of UNOPS concerning the legal status of any country or territory or concerning the delimitation of frontiers or boundaries.



"This work was more than a source of income for me, it allowed me to grow."

Willianise, construction worker from Bombardopolis, Haiti



"Sometimes I feel completely exhausted, but when I come to work and think that one day my own daughter might give birth here and I will know it's safe and comfortable, my motivation comes back instantly."

Anna, construction worker, Ukraine



"Before, we had to use diesel-powered pumps to water our fields. Often, I didn't have enough money to buy the fuel to use them. [But] recently I was able to harvest 20 bags of rice without spending money on any fuel."

Seyni, Molize Koirra Village Head, Niger



"Raising awareness among communities about the dangers of explosive ordnance to prevent casualties, especially children, is why I am highly motivated to do my job."

Nariman, community liaison focal point for an organization combating landmines, Sudan



"The project helped me provide for my family and even save a little money. What makes this project special is that it's right here in my village."

Ahmed, local worker, Yemen



"This Smart Island initiative is a symbol of what's possible when technology, community and partnership come together."

President Wesley W. Simina, the Federated States of Micronesia

PRACTICAL SOLUTIONS

Responding to crises and conflicts

Around the world, UNOPS worked with the rest of the United Nations and other partners to respond to critical needs and support vulnerable communities in 2025.

When emergencies happen, UNOPS supports other UN organizations and partners to respond, recover and rebuild in a just and humane manner. UNOPS supports countries and communities in the critical undertaking of building back better, so that societies can better cope with potential future shocks.

Support from UNOPS:

- Rapid response
- Recovery
- Peace, security and justice
- Climate action and resilience
- Promoting livelihood opportunities for vulnerable people
- Building institutional capacity

UN vehicles drive past destroyed buildings in the Gaza Strip. © UN News/2026

Afghanistan

In a landscape marked by conflict, natural disasters and a range of socio-economic challenges, access to timely and accurate information is critical for millions in need.

The UNOPS-managed Awaaz Afghanistan call centre serves as a crucial lifeline for Afghans seeking assistance, providing callers with vital information and a platform to give feedback on humanitarian response and the delivery of basic services.

With nearly 660,000 calls handled since it launched in 2018, **Awaaz has connected more than 3 million individuals across Afghanistan** to access to essential services and humanitarian aid.

Awaaz Afghanistan is a pioneering humanitarian call centre set up through a collaborative effort by multiple UN agencies and partners. © UNOPS/2024





Rachel, a midwife from Kindengo in the Democratic Republic of the Congo's Kwango Region, in front of a new health centre constructed by UNOPS with funding from the Korea International Cooperation Agency. © UNOPS/Jonathan Bigomokero/2026

Democratic Republic of Congo

Eastern provinces of the Democratic Republic of the Congo have seen millions of people internally displaced by conflict.

UNOPS is working with the government of Germany's KfW Development Bank and with the international non-governmental organization Interpeace to implement a works project. The project provides income to vulnerable people.

Infrastructure that fosters peace and socio-economic development – including schools, markets, youth centres and health clinics – will also be constructed in the eastern part of the country. Productive sectors will also be strengthened, and **conflict resolution capacities will be built up, directly impacting more than 650,000 people.**

The Gaza Strip

The conflict in the Gaza Strip has had devastating consequences for the people of the State of Palestine. UNOPS is working closely with other UN organizations and partners to bring life-saving supplies into Gaza, including through the implementation of the UN 2720 Mechanism to help facilitate much-needed delivery of critical aid amid ongoing restrictions.

UNOPS and the UN Mine Action Service (UNMAS) are supporting critical humanitarian aid efforts through mitigating the dangers of landmines and unexploded ordnance.





Construction work in Haiti's
Nord-Ouest Department.
© UNOPS/2025

Haiti

Despite fertile land and regions with abundant underground water resources, 5.7 million people – **around half of Haiti's population – experience acute food insecurity.** This is one of the highest levels of food insecurity in the world.

Earthquakes and extreme weather events like Hurricane Melissa have battered the Caribbean nation, destroying lives and livelihoods, damaging critical infrastructure, worsening its food crisis and deepening mounting insecurity.

With \$5 million in financing from the World Bank, UNOPS is working with the Ministry of Agriculture, Natural Resources and Rural Development to address the root causes of hunger and malnutrition.

Jamaica

In October 2025, Hurricane Melissa made landfall in Jamaica as a Category 5 storm. In its wake, it left at least 45 people dead, displaced more than 90,000 households, and destroyed homes, schools and vital civilian infrastructure. The severe, **widespread damage has impacted 1.6 million people.**

Following a request from Prime Minister Andrew Holness and working closely with the UN Office for Disaster Risk Reduction, UNOPS deployed a team of 13 specialists to the capital to provide technical assistance to the Office of Disaster Preparedness and Emergency Management.



Damage caused by Hurricane Melissa in Jamaica. © UNOPS/2025



A daily labourer takes a break from clearing rubble in Myanmar's Sagaing Region. © LIFT/Aung Phyo Paing/2025

Myanmar

After a devastating 7.7-magnitude earthquake severely damaged essential infrastructure – including hospitals, schools, bridges and cultural heritage sites – in central Myanmar, UNOPS team worked with other UN organizations, local partners and humanitarian organizations to swiftly mobilize emergency funding to support relief and response efforts.

Through its programmes and partners, UNOPS **mobilized \$25 million and scaled up its response to reach half a million people** with life-saving assistance, including cash and food assistance, non-food items, shelter, water, sanitation, debris removal and healthcare.

Sudan

The conflict in Sudan has forced more than 9 million people to leave their homes, and nearly **26 million people face high levels of food insecurity**. Widespread contamination of explosive ordnance restricts movement, disrupts local economies and prevents humanitarian organizations from reaching those in desperate need. The delivery of life-saving aid is severely hampered.

In Khartoum, the country's densely populated capital, UNOPS, on behalf of the UN Mine Action Service (UNMAS), is clearing explosive hazards to enable the World Food Programme and other humanitarian organizations to access communities impacted by the crisis and provide them with life-saving aid.



A woman collects World Food Programme (WFP) food assistance in northern Sudan, even as humanitarian deliveries to the capital remain challenging. © WFP/Abubakar Garelnabei/2024



Women look at what is left of their home following the deadly earthquake in Hatay Province, Turkey. © Reuters/Eloisa Lopez/2023

Türkiye

In the aftermath of the 2023 earthquakes, women and girls across Türkiye have faced increased risks of violence and displacement. Many lost access to critical protection and prevention services – especially in regions already struggling with high migration and instability.

To address needs, the government launched an initiative, in cooperation with UN Women, the European Union and UNOPS, that includes **building shelters to provide safe spaces** where women and children can find refuge, support and services that meet their needs.

Ukraine

Since the full-scale invasion of Ukraine, millions of people across the country have faced the danger of missile strikes and disrupted access to water supply, electricity, heating and other basic services. Challenges persist in transportation and access to education and healthcare.

To support response and recovery efforts, UNOPS has been working closely with other UN organizations, Ukraine's national and municipal governments, and other local and international partners to **provide much-needed assistance to communities** impacted by the ongoing war.



UNOPS worked with the government of Denmark to repair this war-damaged apartment building in Mykolaiv, Ukraine.
© UNOPS/2026



UNOPS is working with the World Bank to improve road infrastructure in Yemen. © UNOPS/2025

Yemen

In Yemen, the poorest country in the Middle East, UNOPS is working with the World Bank on two projects to improve access to basic services and livelihoods due to conflict.

UNOPS is working with UN and local partners to rehabilitate water and sanitation networks, wastewater pump stations and water wellfields to provide water and sanitation services to more than 2.5 million people as part of the Yemen Emergency Human Capital Project.

In addition, as part of the Yemen Emergency Lifeline Connectivity Project, UNOPS is working to improve road infrastructure. With **more than 150 kilometres of rural roads rehabilitated and more than 235 kilometres of village access roads maintained**, rural communities across the country are benefiting from improved access to food and basic services.

The project has also helped provide livelihoods through **more than 910,000 working days created for local communities**.



PRACTICAL SOLUTIONS

Climate action

The need for accelerated action to combat the climate emergency is one of the most defining issues globally.

UNOPS is committed to turning climate ambitions into climate action, addressing the triple planetary crisis of climate change, biodiversity loss and pollution.

Across infrastructure, procurement and project management, UNOPS helps communities and countries to mitigate, adapt and enhance partners' capacity to undertake climate action. UNOPS supports joint global initiatives to provide access to energy for all, and is a key advocate for the transition away from fossil fuels in a just, inclusive and equitable manner.

Christine, a farmer, in her field in Madagascar's Fitovinany Region, where new infrastructure is helping improve agricultural productivity. © UNOPS/ Harzoon Photography/2025

Residents from Juba, South Sudan take part in a workshop to chose a local name for a World Bank-financed project helping create socio-economic opportunities. © UNOPS/Kenyi Moses/2023

South Sudan

Recurrent floods and water insecurity continue to threaten lives and livelihoods in parts of South Sudan.

To address this, UNOPS is working with the Ministry of Water Resources and Irrigation to implement the World Bank-financed Regional Climate Resilience Program for Eastern and Southern Africa Project in South Sudan.

The project **will strengthen the resilience of systems against climate change** by rehabilitating water infrastructure, reducing flood risks and supporting livelihoods in Eastern Equatoria, Jonglei, Lakes and Upper Nile States.





Lebanon

Lebanon faces a significant and escalating risk of forest fires, resulting in an estimated annual loss of 1,500 hectares of its forests.

Financed by a Global Environment Facility grant administered by the World Bank, UNOPS is helping Lebanon strengthen its capacity for timely and effective forest fire risk management and response by procuring essential equipment for first responders, vehicles and communication systems for early warning and rapid intervention.

UNOPS will also help establish local joint operations centres to **enhance coordination of fire response efforts** as well as provide technical assistance to conduct biodiversity assessments, develop forest and wildfire management plans, and support sustainable forest practices.

Fire overcomes thousands of metres of forest in Lebanon.
@ Getty Images/Kameel Rayes/
2020

UNOPS is working with the government of Germany through the KfW Development Bank to improve access to critical services for conflict-affected communities living in Iraq's Anbar and Sinjar Governorates. © UNOPS/2024

Iraq

Water scarcity, rising temperatures and land degradation are creating a severe crisis for Iraq's agriculture sector – **threatening the livelihoods of millions of people**, increasing food insecurity and contributing to environmental and socio-economic challenges.

UNOPS and the World Food Programme are implementing the Smallholder Agricultural Revitalization Project. The initiative is supported by a \$27.4 million loan from the International Fund for Agricultural Development, the Adaptation for Smallholder Agriculture Programme and the Adaptation Fund, with funds being disbursed to the Ministry of Agriculture.

In partnership with Iraq's Ministry of Agriculture and Ministry of Water Resources, UNOPS is helping improve infrastructure to build a more stable water supply by increasing water availability and irrigation efficiency in four southern governorates.





Seyni Abdoulaye waters his rice field in Sia-Kounza, Niger using a new solar-powered irrigation pump.
© UNOPS/Juyoung Lee/2024

Niger

Climate change is causing temperatures in Niger to rise 1.5 times faster than anywhere else in the world. Changing weather patterns – including recurring droughts, coupled with conflict – have wreaked havoc on agricultural production and livelihoods.

To help tackle food insecurity and promote economic growth, UNOPS constructed and rehabilitated irrigation infrastructure as part of a six-year programme funded by the Millennium Challenge Corporation and delivered through the Millennium Challenge Account-Niger.

In Sia-Kounza, a remote area home to more than 35,000 people, **new solar-powered irrigation systems are helping farmers to diversify and increase their crop yields.**

PRACTICAL SOLUTIONS

Delivering as one UN

Across the United Nations, reforms and innovation are helping the UN deliver better, faster and more cost-effectively for the communities we serve.

Guided by the UN80 efficiency agenda and the UN 2.0 vision, these efforts aim to strengthen multilateral action, improve efficiency and productivity, and generate financial savings.

UNOPS contributes to these efforts through self-financing, operational expertise and providing services to reduce duplication, leverage economies of scale and increase value for money across the UN.

As one of the UN's largest operational service providers, UNOPS supports the implementation of projects and programmes that advance the Sustainable Development Goals and enables the broader UN system to deliver efficiently for people in need around the world.

UNOPS is a key player in the UN, facilitating the work of our partners within the UN through providing practical solutions where needed most.

Through critical technical, operational and logistical support across all pillars of the UN's work in peace and security, humanitarian action and sustainable development, UNOPS responds to the needs of other UN organization and helps translate UN resolutions and mandates into tangible, on-the-ground results.

Last year, about 70 per cent of all of UNOPS work was in co-operation with other UN organizations. When UNOPS implements projects, other United Nations organizations are: (a) represented in a steering committee or board overseeing implementation; (b) participating in implementation, including a joint programme or as a grantee; or (c) a knowledge partner, advising on design or implementation.

This allows and facilitates the assistance to reach people in need in line with UN mandates across the world's most challenging environments.

Representatives from UNOPS and UNMAS
pictured in the Gaza Strip. © UNOPS/
UNRWA/Hussein M. Owda/2026



Libya

Waste management is a major issue in several municipalities in Libya. Inadequate management of solid waste, including plastic, can create conditions that impact people's health and the environment.

In support of Libya's Ministry of Local Government, UNOPS co-implemented an Italian Agency for Development Cooperation-funded project with UN-Habitat helping to decrease the amount of plastic waste generated in and around the capital.

In cooperation with the Ministry of Local Government, UNOPS provided training to local civil society organizations that **implemented awareness-raising and education campaigns on plastic waste management.**

As part of a pilot programme, UNOPS has identified and procured equipment for micro-, small and medium-sized enterprises to collect, sort and recycle plastic and make products from recycled high-quality plastic.

School girls take part in a cleanup day in Tripoli, Libya as part of efforts to reduce plastic waste.
© UNOPS/Ahmed Buhayh/2024

The Tonoas Smart Island Digital Hub supported by the Joint SDG Fund is improving access to telemedicine and online learning for students such as Francesca. © UNICEF Pacific/Magangat/2024

Micronesia

In Chuuk State, the Tonoas Smart Island Digital Hub is **helping bridge the digital divide** in one of the Federated States of Micronesia's most remote communities.

Equipped with state-of-the-art connectivity infrastructure, the Tonoas Digital Hub aims to provide the community with tools to overcome geographic isolation and limited resources – including access to telemedicine, online learning, financial services and local governance.

Funded by the UN Sustainable Development Goals Fund, Tonoas Smart Island Digital Hub was launched at an event hosted by the International Telecommunication Union with support from UNOPS and the UN Resident Coordinator's Multi-Country Office.





Panama

Tucked away in the Gulf of Chiriquí, off Panama's Pacific coast, Coiba National Park is a UNESCO World Heritage Site and marine reserve teeming with life – from coral reefs, mangroves and virgin tropical rainforests, to marine mammals and endemic species.

To deepen the knowledge of unique ecosystems, the sustainable use of natural resources and their long-term preservation, a need arose for the creation of a permanent scientific facility dedicated to research and cooperation, training and environmental education.

UNOPS is working in partnership with the UN Development Programme and in support of Panama's National Secretariat of Science and Technology to develop a new scientific station.

As part of the project, UNOPS is completing the first phase of the Coiba Scientific Station to strengthen scientific research and support Panama's conservation efforts in Coiba National Park. **The 375 square metre building has been designed for long-term sustainability,** including rainwater harvesting systems, high-efficiency water pumps and a photovoltaic system with battery backup, among other features, to reduce CO₂ emissions.

Aerial view of Coiba National Park, a marine reserve off Panama's Pacific coast.
© Getty Images/Lars Leemann

UNOPS team member speaks
with a health worker at Homs
Grand Hospital in Syria.
© UNOPS/Saad Alwan/2025

Syria

Following years of conflict, Syria is navigating a complex transition and a compounding humanitarian crisis. Millions are struggling to survive amid widespread displacement and shortages or crumbling basic services, including healthcare.

In Homs, Syria's largest governorate, healthcare is severely strained, with most facilities damaged or destroyed, and a shortage of functioning hospitals.

With funding from the government of Japan – and in cooperation with the Ministry of Health – UNOPS has rehabilitated Homs Grand Hospital. The project **restored essential healthcare services**, including surgery, dialysis and a full range of emergency services, from basic care to intensive care units. More than half a million people are expected to benefit.





Latin America and the Caribbean

Across many countries in Latin America and the Caribbean, fragile and fragmented public health systems hinder equitable access to healthcare and worsen existing inequalities.

UNOPS and the Pan American Health Organization/World Health Organization signed an agreement to strengthen health infrastructure, improve people's access to essential medical equipment and promote efficient management of health resources across the region.

Through this partnership, both organizations are working together to **improve the quality of life of the most vulnerable people**, strengthening health systems in the region.

Health workers test out new medical equipment at Queen Elizabeth Hospital in Bridgetown, Barbados, where UNOPS helped procure medical equipment for 13 public hospitals. © UNOPS/ Himal Reece/2023

South Sudan

In South Sudan, essential services are out of reach for many. Amid recurring conflicts and extreme weather events, local institutions struggle to meet people's needs.

Working with the International Organization for Migration and the World Bank, a UNOPS-implemented project helped **protect more than 60,000 people from devastating floods.**

As part of the initiative, 345 infrastructure projects were constructed, including schools, health facilities, roads, markets and community centres – increasing access to essential services for 20 counties and strengthening local institutions.



**FOCUS
AHEAD**

MANDATE AND ROLE

Enabling UN system-wide action

UNOPS provides implementation services for partners' development, humanitarian and peacekeeping efforts. UNOPS was established as a self-financing UN organization by UN General Assembly decision 48/501 and began operating as a separate entity on 1 January 1995. Headquartered in Copenhagen, Denmark, UNOPS marked its 30th anniversary in 2025, averaging annual delivery of nearly \$3 billion over the past five years.

In 2010, UN General Assembly resolution 65/176 reaffirmed decisions on the UNOPS mandate and governance. In 2023, the Executive Board reaffirmed UNOPS mandate and position as a demand-driven, non-programmatic service provider.

Its core role is implementation: delivering infrastructure, procurement and project management services complementing the broader UN system's support of Member States and other partners. It is an agile resource for expanding partners' implementation capacity, including in high-risk areas, providing impact through professional, accountable project execution.

UNOPS accelerates implementation of the SDGs, including climate action. The organization offers services through three models: support services, technical advice and integrated solutions combining both.

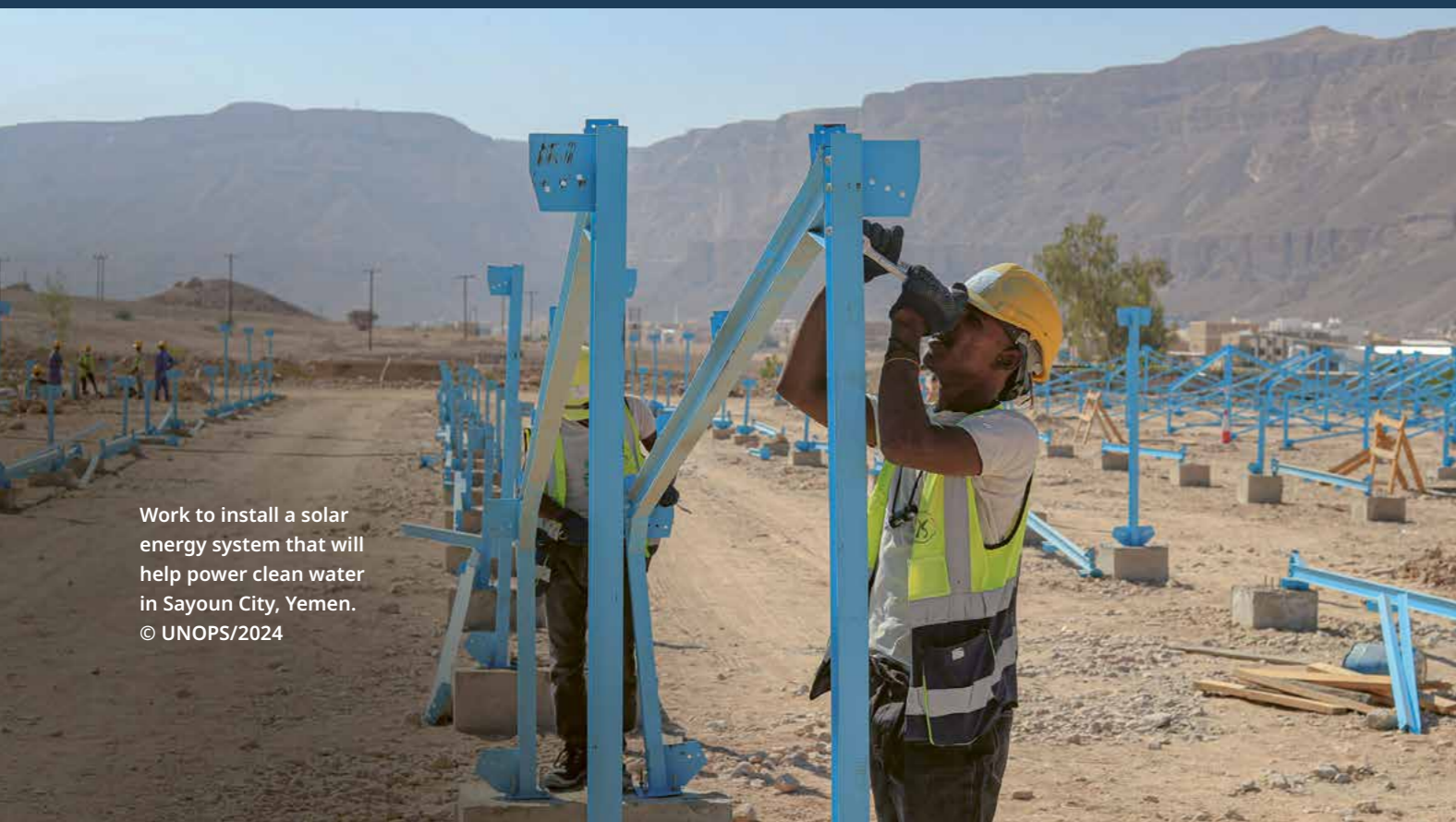
UNOPS accelerates implementation of the SDGs, including climate action.

Financially, UNOPS operates under a self-financing, pre-funded model, receiving contributions before implementation. In 2025, total project delivery amounted to around \$2.7 billion. This financial model underpins UNOPS operational agility while limiting reserve accumulation.

UNOPS is governed by the UNDP/UNFPA/ UNOPS Executive Board, like other UN organizations supported by independent internal audit, investigations and ethics, and an audit advisory committee. Management ensures robust accountability and risk management, and maintains an external investment committee advising on financial status.

Implementation and management of projects are monitored against the strategic results framework, with results, transparent portfolio analysis and external thematic evaluations of impact reported to the Executive Board annually.

Collectively, these systems ensure the integrity of the UNOPS operating model, enabling its role as a specialized, operationally focused UN organization, positioned to translate financing and policy into tangible results for people through efficient, cost-effective, transparent and flexible implementation.



Work to install a solar energy system that will help power clean water in Sayoun City, Yemen. © UNOPS/2024

UNOPS COMPARATIVE ADVANTAGES

- AGILE AND COST-EFFICIENT**
Agile, efficient, cost-effective with global reach
- PARTNERSHIP EXPERTISE**
Expertise in matching public and private partners for implementation of projects
- MULTILATERALISM ENABLER**
Capacity to enable the implementation of global multilateral partnerships
- UN VALUES**
Professional management of partners' projects, programmes and portfolios guided by UN values
- GLOBAL SERVICES**
Global support services to UN partners in transactional services, including human resources
- VALUE FOR MONEY**
Commitment to manage for impact and value for money

FOR SUSTAINABLE DEVELOPMENT

Expanding implementation capacity

Implementation is where policies, intentions and financing come together in practice. And impactful implementation is critical for turning global ambitions into tangible outcomes where it's needed most. Because without it, even well-designed policies and adequate funding will not achieve their intended goals.

With a focus on practical solutions, UNOPS is committed to expanding the implementation capacity of partners to advance sustainable development and help shape a future where people and the planet can thrive.

Implementation is also complex. Bridging vision with action on the ground requires balancing competing interests, adjusting strategies mid-performance, and ensuring coherence across sectors with a diverse range of partners and implementation based on their roles, priorities and objectives.

Effective implementation is increasingly shaped by political realities. Multiple political factors can lead to a disparity between policy intent and action for communities, hindering coordination and momentum towards shared development goals.

IMPLEMENTATION CAN ALSO BE A BRIDGE.

Strong and effective implementation offers a practical space for cooperation:

- Bridge divides and unite diverse actors around shared outcomes – reducing fragmentation and transforming collective ambition into meaningful, lasting change
- Restore trust in the multilateral system to deliver global public goods
- Forge new, long-term partnerships
- Help build local capacity and empower communities

In areas like infrastructure, food systems and climate action, sustainable and inclusive implementation can also unlock collective impact and address multiple challenges at the same time – from expanding renewable energy, to enhancing agricultural productivity, to advancing access to education.

Working across humanitarian, development, and peace and security efforts, UNOPS helps governments and partners expand their implementation capacity and accelerate project delivery – overcoming bottlenecks and achieving the intended objectives.

From strengthening national capacity – including enhancing the systems and processes of public institutions – to providing technical services and integrated solutions, to fostering sustainability and inclusion, UNOPS is committed to helping partners leverage the potential of implementation and scale up impact for the communities where it's most needed.

COMMON CHALLENGES IN IMPLEMENTATION

Need for speed and scale:

The push for large-scale, transformative projects is often hampered by insufficient capacity to deliver effectively, leading to budget issues and delays.

Partners' expectations:

The selection of implementers is often influenced by national interests or existing partnerships, rather than solely by technical capacity, which can limit effectiveness.

High transactional costs:

Long and complex chains of financial transactions can reduce direct benefits to communities, highlighting a need for shorter, simplified processes that manage risks and accountability while supporting localization and the participation of local communities.

Varying definitions of success:

Donors often focus on quantifiable outputs – like schools built or people trained, while local communities prioritize broader outcomes – including whether children can afford to attend school.

Insufficient focus on sustainability:

An emphasis on new projects over maintaining existing ones can increase vulnerability to shocks and dependency, including increased debt.

Competition among implementers:

Despite calls for coordination, competing policy agendas can make reform difficult within the multilateral system.



UNOPS is helping residents shape their recovery in Maceió, Brazil, where 60,000 people have been forced to abandon their homes after decades of rock salt extraction caused the ground to start sinking. © UNOPS/Erik J. Petterson/2025

SOLUTIONS

UNOPS provides solutions in infrastructure, procurement, project management, human resources and financial management.

Dedicated to action – and working exclusively in partnerships – the organization combines areas of expertise to respond where needs are greatest, and help build the foundations for sustainable, resilient and inclusive development, including in some of the world's most fragile and conflict-affected settings.



**103 km
of roads**

designed, constructed
or rehabilitated

**53
hospitals
and health
clinics**

constructed, designed
or rehabilitated

Infrastructure

Sustainable, resilient and inclusive infrastructure is central to climate action. It is also a key enabler of sustainable development and peace – helping to reduce inequalities, enable livelihoods, and promote good health and well-being.

UNOPS provides a range of infrastructure solutions to partners around the world – from improving renewable energy, health and water infrastructure, to advising governments on ways to make public infrastructure more effective, agile and resilient, including to crises and shocks.

UNOPS helps partners:

- Design, build and rehabilitate infrastructure
- Develop infrastructure plans to achieve national development priorities and climate strategies
- Identify performance gaps and solutions to optimize the long-term impact of infrastructure assets and services
- Strengthen capacity to plan, deliver and manage infrastructure systems

Construction on a road in
Madagascar. © UNOPS/Harsoon
Photography/2025

Procurement

Public procurement has the transformative potential to drive sustainable, resilient and inclusive development. It can be an agent of change – promoting inclusion and equal opportunity, strengthening supply chains and empowering local institutions.

UNOPS helps governments and partners tap into the unique opportunities that public procurement offers to accelerate the shift to low-carbon economies, and plan and implement transparent, cost-effective public procurement for sustainable impact.

UNOPS helps partners:

- Use procurement to boost local economies, protect human rights, drive equality, promote transparency and preserve the environment
- Procure supplies and services through pre-established agreements with suppliers
- Run complex or high-value tender processes
- Access the UNOPS global e-commerce solution, UN Web Buy Plus
- Procure urgently needed supplies to respond to critical needs, including in crises
- Improve buying processes through procurement assessments, developing action plans and enhancing local capacity

Onco-Mammology Specialist Dr. Lola Zakirova explains how a new advanced mammography system procured by UNOPS works at a hospital in Tashkent, Uzbekistan.
© UNOPS/Nigina Sodikova/2025

\$1.4 billion
in goods and services
procured

More than half
of procurement sourced
from local suppliers





More than
1,100
projects
implemented around
the world

Nearly
one-third
of projects delivered
on behalf of
governments

Project management

Better projects can improve the lives of people in need, contribute to a more efficient and sustainable use of resources, and help drive progress towards achieving the SDGs.

UNOPS applies sustainable approaches to implement projects, programmes and portfolios of different volumes while also enhancing the capacity of developing countries to manage their national initiatives.

UNOPS helps partners:

- Conduct project management assessments to identify strengths and expertise, potential weaknesses, and opportunities for investment and capacity building
- Identify root causes for project performance issues, benchmark practices and re-plan projects to deliver tangible results
- Address skills gaps and build capacity, including within the local communities, to effectively deliver projects
- Maximize the impact, sustainability and value for money of projects through project management expertise, methodology and tools

A project team inspects a water metre box in Irbid Governorate, Jordan, where improved water infrastructure has increased access for around 90,000 people.
© UNOPS/2024

Human resources

Having the right people in the right place at the right time is key for any UN entity to deliver effectively on its mandate – especially in the context of humanitarian crises and emergency response.

We provide flexible, tailored human resources solutions to UN partners across peace and security, humanitarian and development initiatives, enabling them to rapidly adjust their capacity to their needs.

Through services, UNOPS provides operational support to partners, including the UN Environment Programme, the UN High Commissioner for Refugees and the World Health Organization.

UNOPS helps partners:

- Identify qualified, motivated and professional personnel to work in some of the world's most challenging environments
- Process payments to personnel contracted by other organizations, to support and facilitate projects
- Carry out robust contract administration and payroll services
- Develop cost-effective, flexible and fit-for-purpose contract arrangements

UNOPS team member on site during the construction of road infrastructure in Costa Rica. © UNOPS/Chris Umana/2023

More than
9,800
contracts
managed on behalf
of partners

\$270
million
in total human
resources services



More than
2,800
implementing
partners supported

More than
\$415
million
in grants managed

Mobile money registration in
Juba, South Sudan. © UNOPS/
Kenyi Moses/2025

Financial management

Transparent and efficient financial management is key to humanitarian, development and peace initiatives.

UNOPS manages the implementation of grants and funds across peacebuilding, humanitarian and development contexts – providing effective, transparent and efficient financial management services for projects, programmes and portfolios, working in support of national, regional or global development priorities.

UNOPS helps partners:

- Manage their funds and programmes – providing technical oversight and coordination
- Deliver cash-based assistance to people in need through cash transfer and cash-for-work programmes
- Manage grants by identifying implementing partners through a transparent selection process, disbursing and monitoring grants to enable the delivery of planned activities
- Monitor and assess the capacity of grantees on behalf of partners, and verify the progress of project implementation and delivery

UNOPS-managed funds and programmes include:



JOINT PEACE FUND



NEXUS
RESPONSE
MECHANISM



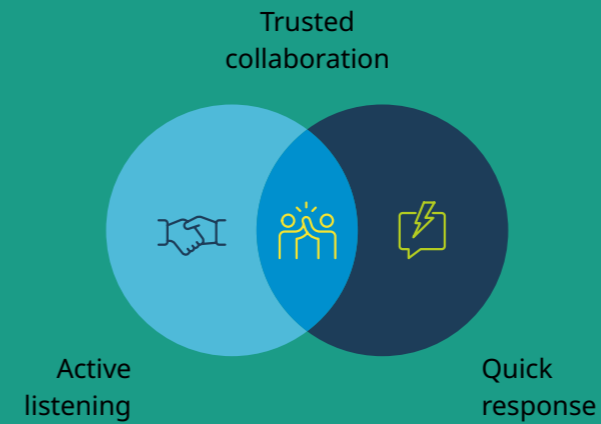
ACCESS
TO HEALTH

Partners

UNOPS is committed to continuously enhancing its services and strengthening support for its partners. Every two years, UNOPS conducts a survey to gather feedback from partners.

The most recent survey serves as an important tool to gain insight into partners' perceptions, experiences and expectations regarding their engagement with UNOPS. Deloitte managed the administration and analysis of the survey and its outcomes.

The results indicate increased partner satisfaction compared to previous surveys conducted in 2024 and 2022. Partners consistently highlight the professional teams, client-focused approach and ability to deliver quality services, including in challenging environments. In addition, partners see the cost-effectiveness and value-add of UNOPS services.



UNOPS ability to actively listen and respond quickly to partners' requests or needs remains central to sustaining strong relationships, according to 87 per cent.

These results reflect the dedication of UNOPS personnel who work tirelessly to deliver impact for people and countries, including in the most dangerous contexts. In these challenging times, UNOPS and its business model can be more relevant than ever to help in efficiency, effectiveness and delivery of results.



Partner satisfaction has reached a new high at 85 per cent, reflecting a four percentage points increase from 2024



Partners view UNOPS as a trusted partner, scoring 87 per cent, an increase of four percentage points since 2024



Partners value UNOPS unique fee-for-service model and its ability to deliver high-quality services was at 84 per cent, an increase of four percentage points from 2024, even in some of the most challenging contexts



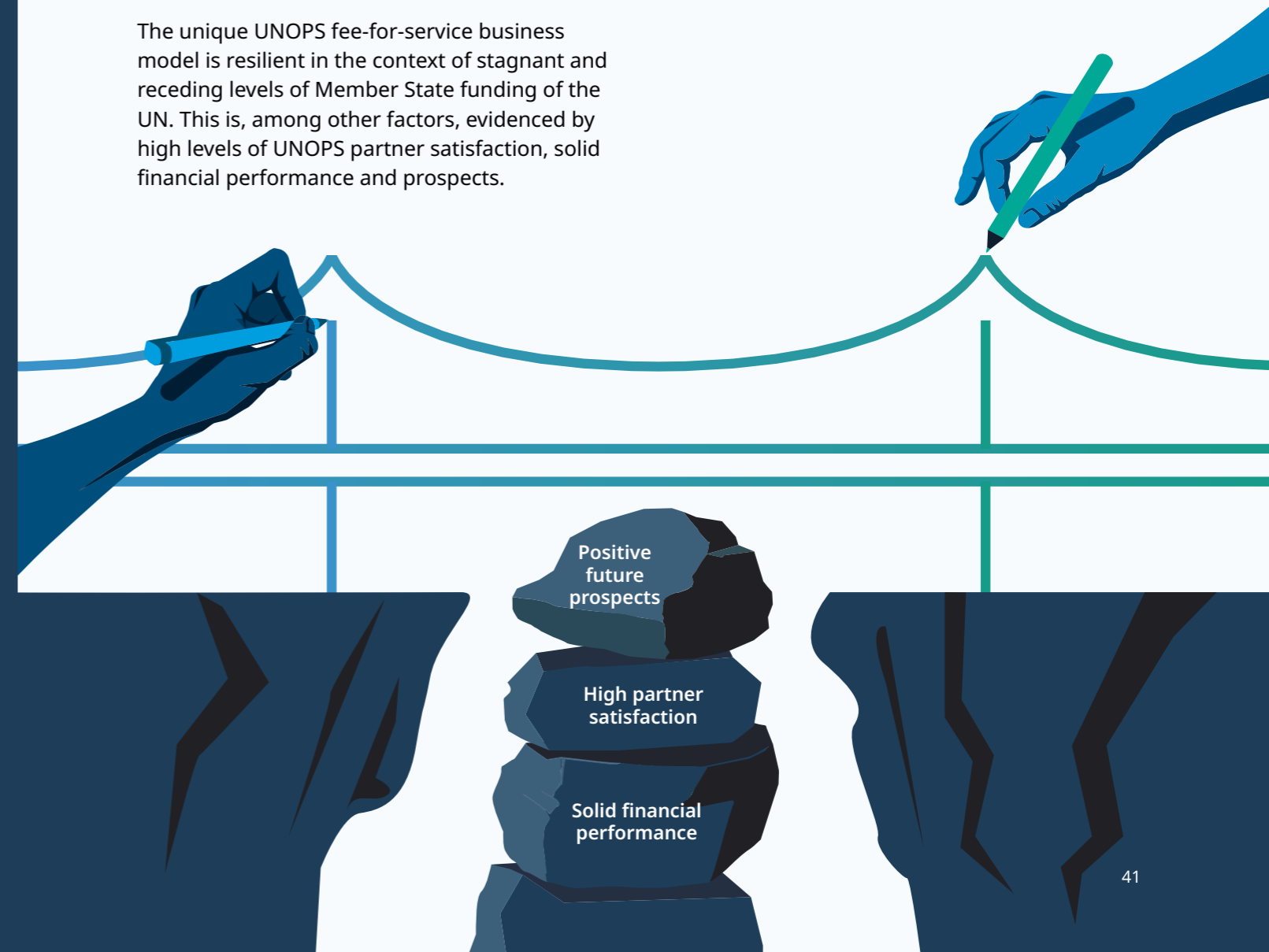
Interest in working with UNOPS was at 83 per cent, one percentage point increase from 2024



Willingness to recommend UNOPS, 85 per cent, a five percentage point increase from 2024

Resilient fee-for-service model

The unique UNOPS fee-for-service business model is resilient in the context of stagnant and receding levels of Member State funding of the UN. This is, among other factors, evidenced by high levels of UNOPS partner satisfaction, solid financial performance and prospects.

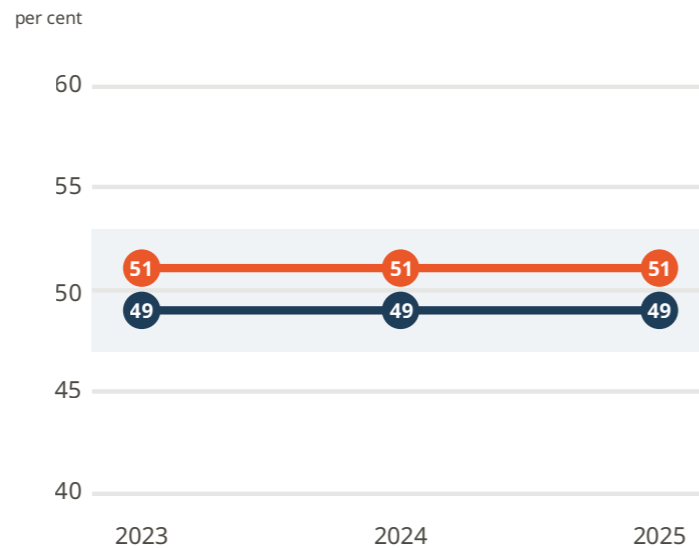


Workforce

The organization's commitment to equality is paramount. UNOPS is focused on nourishing an inclusive and diverse workforce. In 2021, UNOPS achieved gender parity in its overall workforce, a milestone sustained to this day. Work is ongoing to reach this balance across all levels of the organization.

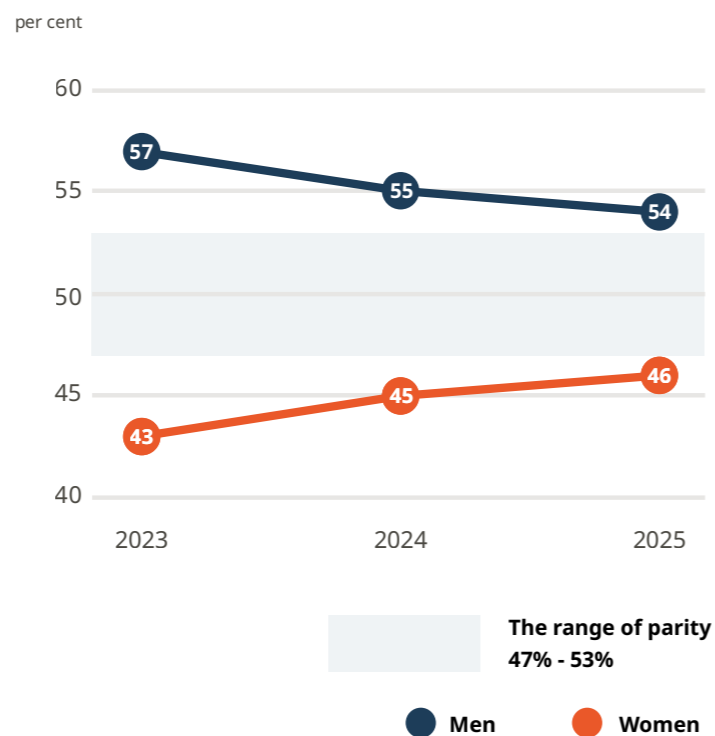
Gender balance in the workforce

UNOPS has been sustaining overall gender parity in the workforce since 2021 (parity is considered to be within the range of 47 to 53 per cent). However, this balance is not yet reflected across all business units, regions and levels.



Gender balance in senior positions

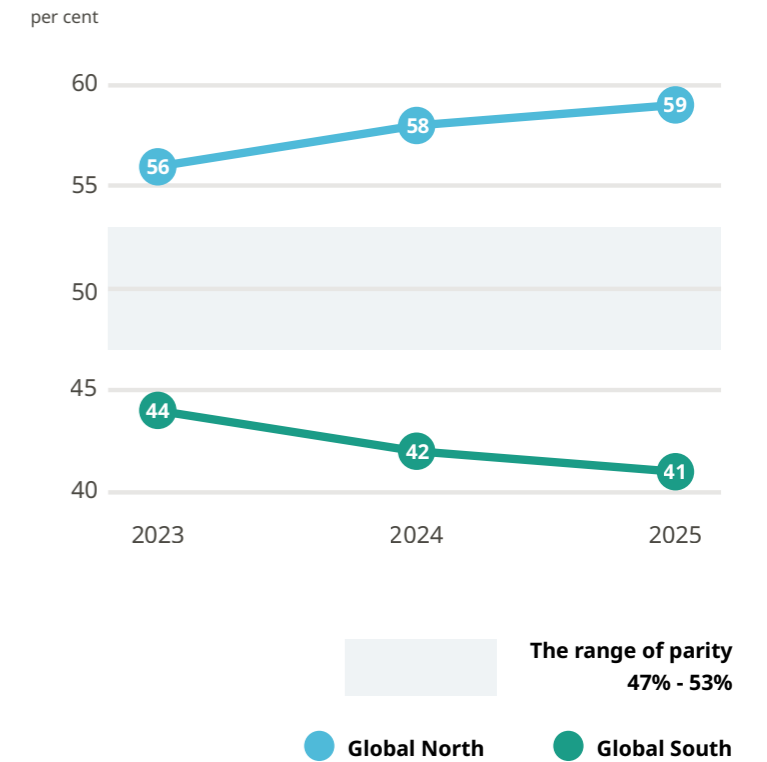
At senior* levels, gender parity has yet to be achieved at UNOPS. 2025 saw a modest increase in the representation of women at these levels, and we remain committed to further progress.



*Senior positions are those at International Civil Service (ICS) level 11 and above.

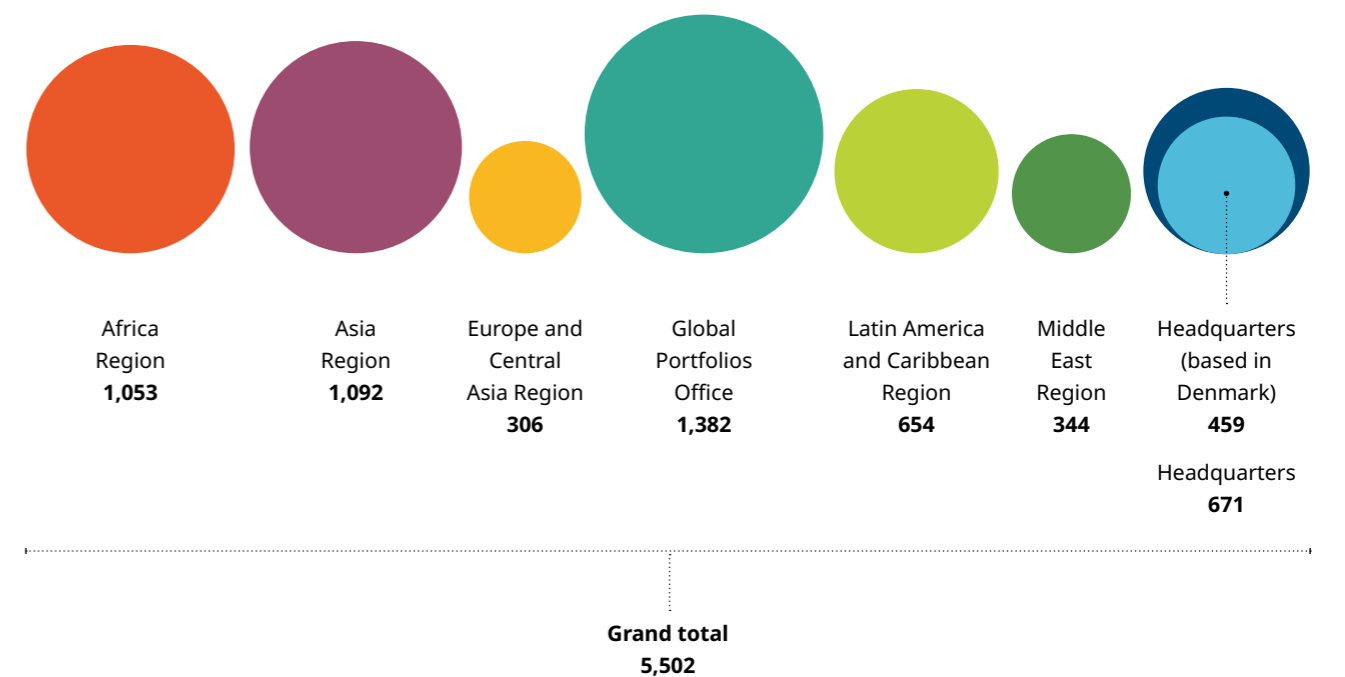
Geographic origin in senior positions

Representation from the Global South* in senior international positions saw a slight decrease in 2025.



*Global South countries are based on UN Programming countries from 2023 onwards, and country development status groups were per UN Trade and Development until the end of 2022.

All personnel in the workforce as of 31 December 2025





For any questions, comments and/
or suggestions on this publication,
please contact: info@unops.org.

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