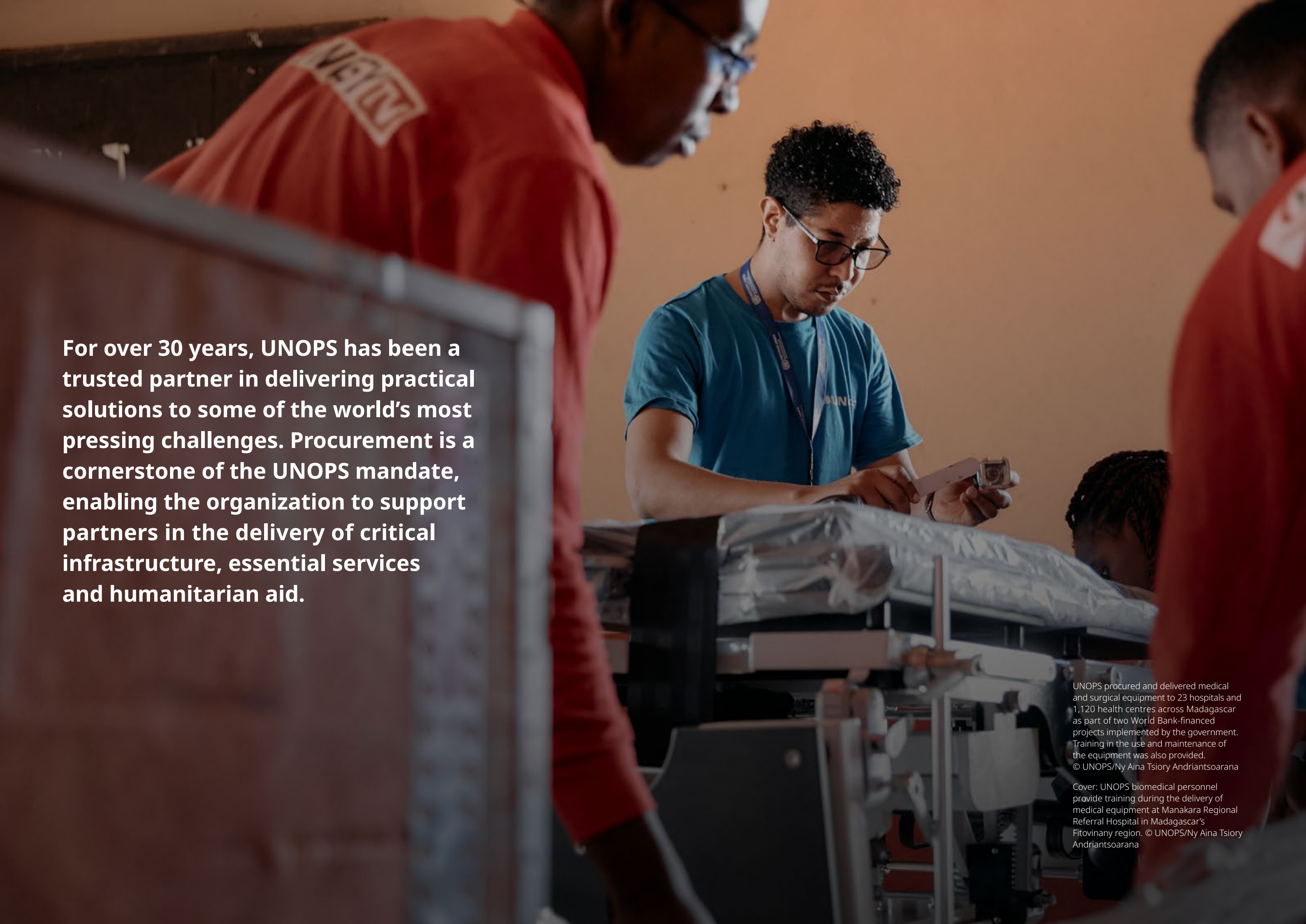


PURCHASE FOR IMPACT

2025 UNOPS Procurement Report



For over 30 years, UNOPS has been a trusted partner in delivering practical solutions to some of the world's most pressing challenges. Procurement is a cornerstone of the UNOPS mandate, enabling the organization to support partners in the delivery of critical infrastructure, essential services and humanitarian aid.

UNOPS procured and delivered medical and surgical equipment to 23 hospitals and 1,120 health centres across Madagascar as part of two World Bank-financed projects implemented by the government. Training in the use and maintenance of the equipment was also provided.
© UNOPS/Ny Aina Tsiory Andriantsoarana

Cover: UNOPS biomedical personnel provide training during the delivery of medical equipment at Manakara Regional Referral Hospital in Madagascar's Fitovinany region. © UNOPS/Ny Aina Tsiory Andriantsoarana

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Purchase for Impact

2025 UNOPS Procurement Report
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View this report and the previous editions online at unops.org/procurement.

A critical strategic asset

In a turbulent global environment marked by political instability, conflict, fluctuating development funding, and ongoing UN reform, UNOPS procurement services are more than a support function; they are a critical strategic asset enabling the entire UN family to achieve greater integration, cost effectiveness and collaboration. By leveraging our agility and extensive technical expertise, we ensure that every dollar invested by our partners is managed efficiently, yielding tangible impacts for the communities that need it most.

As an engine for development, UNOPS applies its unique self-financing model to shape markets and deliver practical solutions worldwide. We actively use the power of public procurement to drive the green transition and foster social equity. Whether we are pioneering circular economy principles in the built environment or empowering local micro, small and medium enterprises in fragile contexts, we consistently work towards building more sustainable, inclusive and resilient economies.

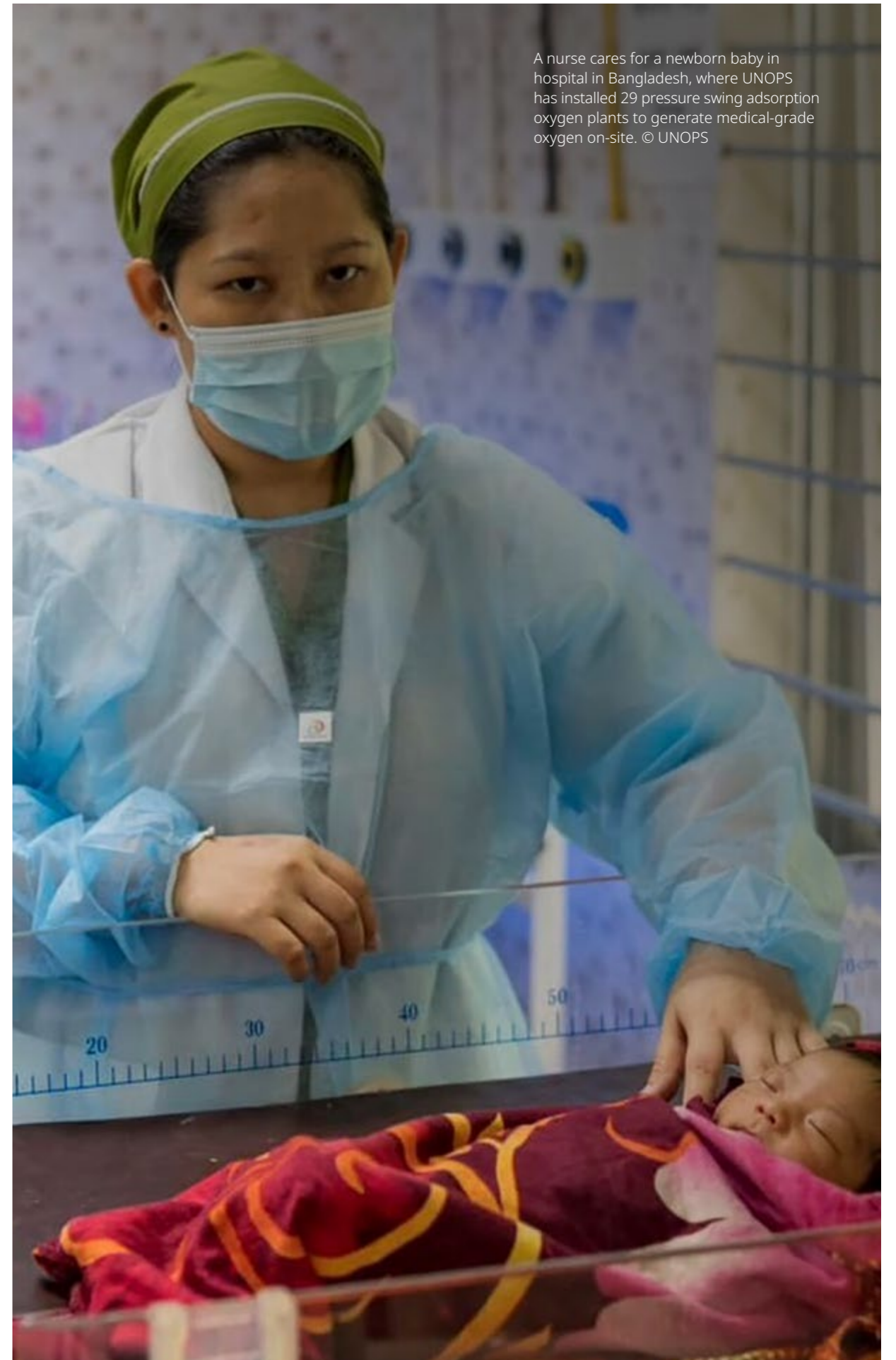
The scale and diversity of our operations reflect the growing demand for specialized implementation support. Procurement projects represented almost 40 per cent of the value of UNOPS delivery in 2025. Moreover, procurement operations are integrated across our entire portfolio – they are an essential part of our infrastructure and project management services, functioning as the backbone of sustainable development in over 130 countries.

Looking towards the future, UNOPS remains committed to expanding the implementation capacity of the UN, helping its partners build their own resilient and sustainable public procurement systems. By bridging the gap between global ambition and local action, we continue to provide the practical, scalable solutions necessary to navigate a changing world and secure a sustainable future for all.

“Procurement is at the heart of the UNOPS mandate. It goes far beyond purchasing alone – it is a powerful tool to drive sustainability, create jobs, and promote inclusion and equity. In an increasingly complex world marked by conflict, the climate crisis and growing inequalities, UNOPS is committed to using procurement to deliver transparency, efficiency and sustainable solutions at scale.”

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

A nurse cares for a newborn baby in hospital in Bangladesh, where UNOPS has installed 29 pressure swing adsorption oxygen plants to generate medical-grade oxygen on-site. © UNOPS



Annual results



\$1.4 bn

total UNOPS
procurement 2025



-11%

compared to 2024



903

projects involving
procurement



155

countries where
procurement was
conducted



5,810

suppliers



173

supplier countries



53%

procurement from
local suppliers



82%

of suppliers
awarded through
eSourcing underwent
sustainability screening



2,149

solicitation tenders
posted via eSourcing



74%

tenders conducted
under open competition



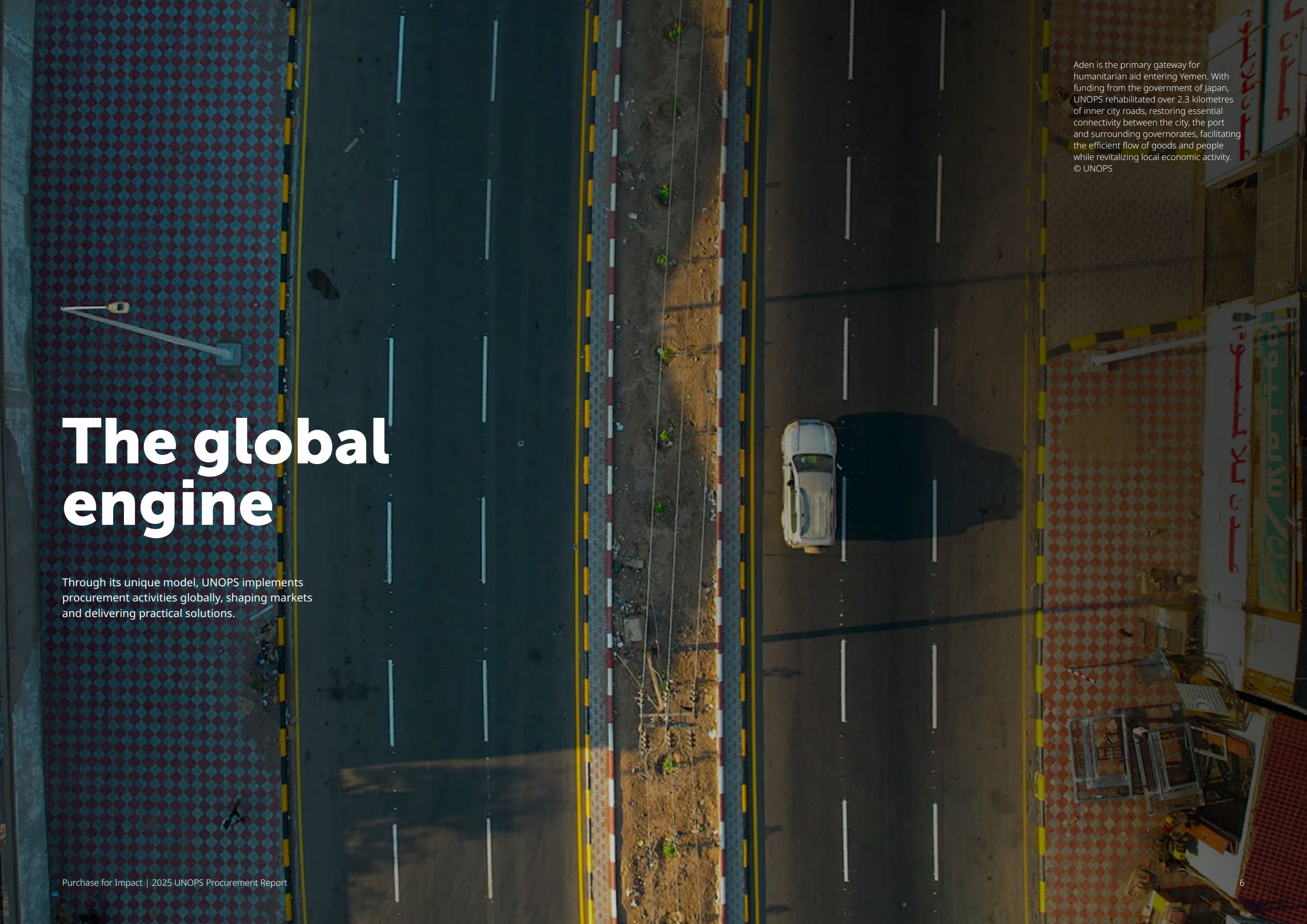
19,826

active suppliers
on eSourcing



17,986

bids submitted to tenders



Aden is the primary gateway for humanitarian aid entering Yemen. With funding from the government of Japan, UNOPS rehabilitated over 2.3 kilometres of inner city roads, restoring essential connectivity between the city, the port and surrounding governorates, facilitating the efficient flow of goods and people while revitalizing local economic activity.
© UNOPS

The global engine

Through its unique model, UNOPS implements procurement activities globally, shaping markets and delivering practical solutions.

A range of approaches to implementation

UNOPS provides its partners with a comprehensive suite of procurement services designed to create maximum impact on a global scale. Its support spans the entire operational range of the UN system, which is reflected in the wide variety of goods and services procured.

A large proportion of the projects undertaken by UNOPS for its partners are focused on procurement, including cases where a partner asks UNOPS to procure and deliver goods and services on its behalf. Additionally, procurement provides significant input into UNOPS infrastructure and project management activities. Procurement is also an operational service under the UNOPS hosting model, available for other UN organizations to utilize.

When procuring on behalf of its partners, UNOPS undertakes robust market research and supplier engagement, develops the requirements, conducts the solicitation processes, manages contract awards, and oversees the successful delivery of goods and implementation of services as required by its partners.

Through UN Web Buy Plus, the UNOPS global e-commerce platform, partners can leverage already established contracts to acquire a range of high-quality aid- and development-related products at competitive prices. The online catalogue's user-friendly interface allows partners to benefit from UNOPS expertise and support in end-to-end supply chain services.

UNOPS also offers specialized advisory services, including solicitation management and technical assistance, to complement the procurement capacity of its partners. This support is flexible and can range from advice on a single step to managing the entire solicitation process. In these arrangements, the partner retains responsibility for directly signing and managing the resulting contract once the award is made.

Furthermore, UNOPS assists partners in strengthening their procurement systems and capacity through needs-based training and assessments. These assessments can be national, entity-specific, or customized to address areas such as efficiency and fraud prevention, or a particular procurement case. The results of the assessment inform the development of a capacity building action plan.

Approximately \$1.5 billion per year in procurement

Since 2021, UNOPS direct procurement – which includes the value of contracts made on behalf of partners, and contracts made to sustain UNOPS operations – has fluctuated between \$1.4 billion and \$1.6 billion. This excludes the exceptionally high procurement value recorded in 2021 due to a large health procurement project carried out on behalf of the government of Mexico (PharmaMX).

In 2025, approximately \$1.4 billion worth of goods and services were procured globally, from a diverse pool of 5,810 suppliers from 173 countries.

This amount was 11.4 per cent lower than in 2024, which was the year with the second highest procurement value on record. Nevertheless, the amount procured in 2025 was the fifth largest on record. The reduction was influenced by a number of factors, but it was particularly due to declines in procurement in the Vehicles and Health categories, as explained later in the report.

The analysis of procurement spend in this report is based on purchase orders issued or amended in 2025. About 18,500 procurement purchase orders were approved for the first time in 2025, while a further 550 purchase orders raised in previous years were amended during the year.

The UNOPS e-tendering platform, eSourcing, is the primary way to approach the market. Over 2,000 solicitation tenders were launched via eSourcing in 2025, while the value of contracts awarded through the system was more than \$938 million.

The value of goods and services delivered during the year was \$1.5 billion, 3.0 per cent higher than in 2024. Just over 60 per cent of this came from orders placed over the course of the year, with most of the remainder resulting orders made in 2024.

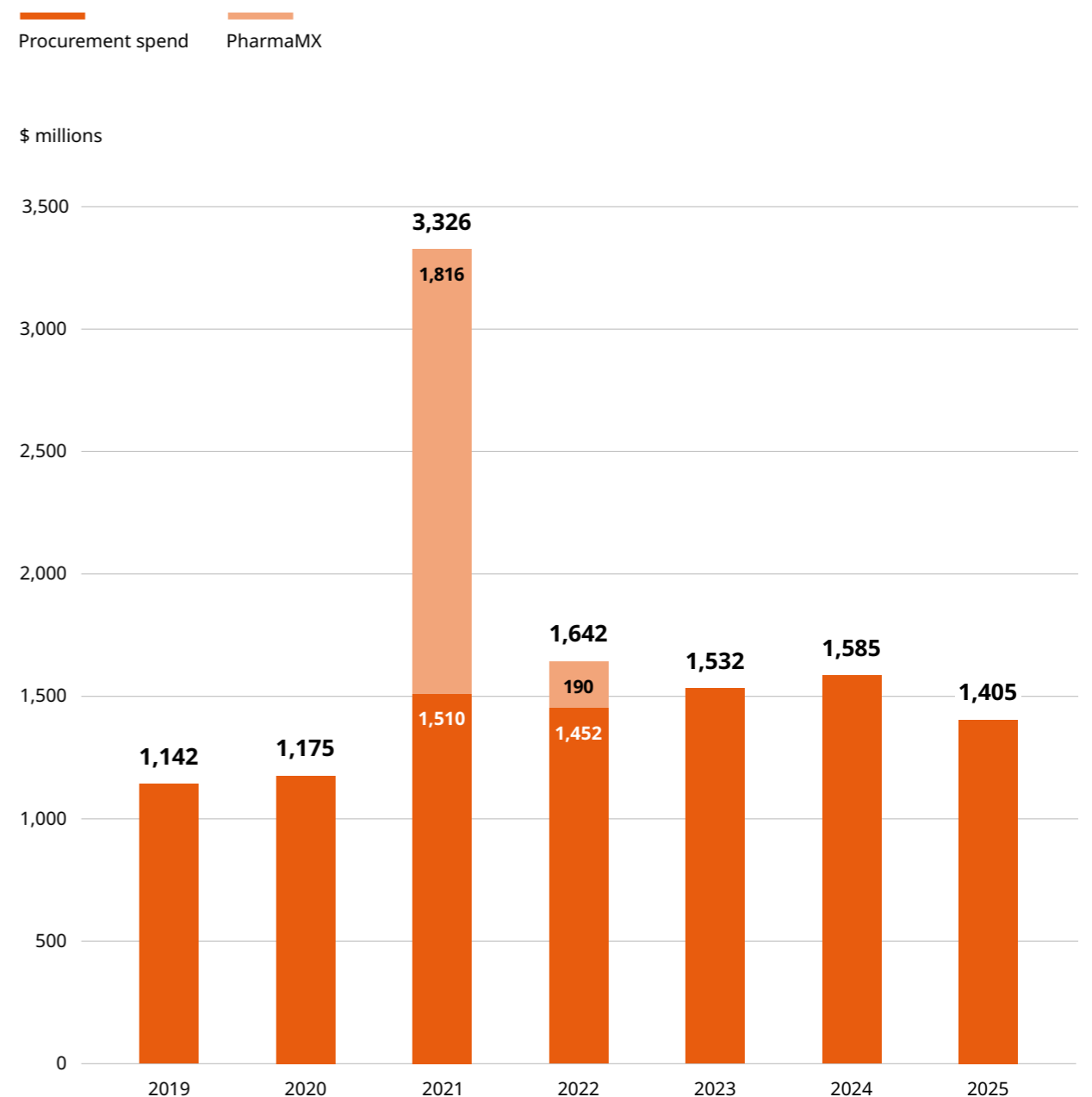
\$1.4 bn

total UNOPS procurement 2025

-11.4%

compared to 2024

Procurement by year from 2019 to 2025



 GLOBAL

Reclaiming the land: A global pathway to a mine-free future

In several countries across the globe, decades of conflict have left a legacy that disrupts every facet of life. Hidden explosive threats paralyze recovery, turning fertile fields into death traps and preventing families from returning home.

In the Democratic Republic of the Congo (DRC), explosive hazards essentially lock agricultural land and hinder transit routes, trapping communities in a cycle of poverty. In Ukraine, over 132,000 square kilometres of land is contaminated, threatening global food security. In Sudan, the conflict that erupted in 2023 has displaced over 11 million people; as they return to recaptured areas like Khartoum, they face the dangers posed by urban explosive hazards in homes and schools.

In 2025, the UNOPS Peace and Security Cluster scaled its efforts in Afghanistan, the Central African Republic, the DRC, Sudan, Ukraine and Yemen. The impact of these operations goes beyond clearing landmines to empowering countless communities to reach their socio-economic potential.

[Find out more](#)



UNOPS deployed a range of strategic procurement modalities to overcome the distinctive challenges posed in each country.

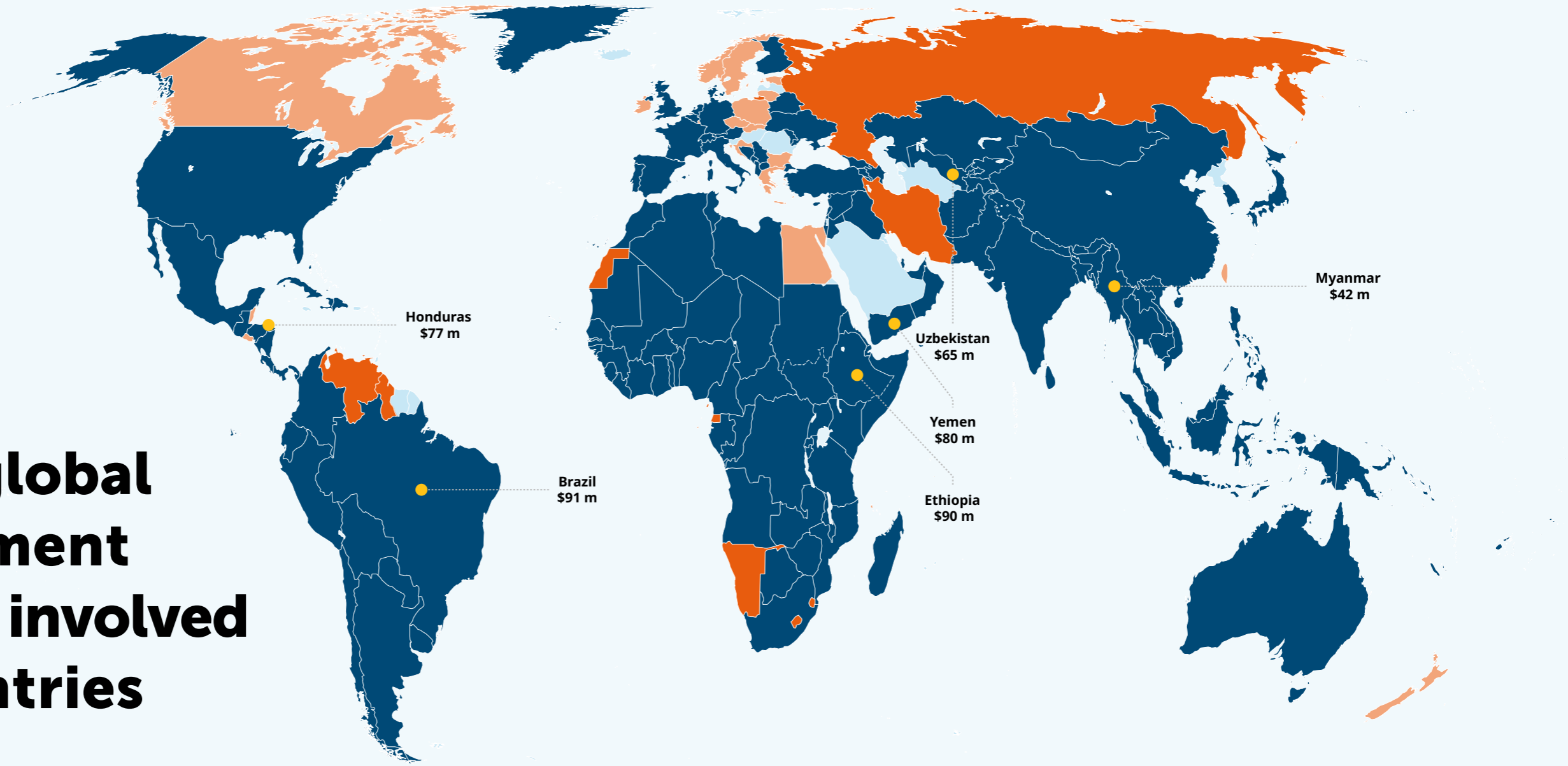
- In the DRC – UNOPS, in support of the UN Mine Action Service (UNMAS) – leveraged its pre-qualification process to engage suppliers with proven technical capacity while ensuring rapid deployment.
- In Ukraine, UNOPS implemented a capacity building project with funding from the government of the Netherlands, which included the procurement of \$9.5 million worth of tools, including a remote-controlled clearance machine.
- In Sudan, on behalf of UNMAS, UNOPS utilized emergency procurement procedures to rapidly engage partners and deliver life-saving explosive ordnance risk education at transit points and on buses to reach people at locations posing the highest risk of exposure.

The consolidation of these efforts has yielded life-changing results.

- In the DRC, the release of agricultural land enabled hundreds of households to transition to sustainable self-employment.
- In Ukraine, 816 operators have now been trained to function independently.
- In Sudan, UNOPS reached more than 18,000 people directly and over 2 million people via radio, providing them with knowledge of safe behaviours to significantly reduce accident rates during the Khartoum return movement.

Through strategic procurement, UNOPS, together with its partners, ensures that even in the most unpredictable environments, the path to peace and economic stability remains open.

UNOPS global procurement activities involved 185 countries



UNOPS procurement activities have global reach. They are primarily conducted by personnel on the ground, with support from procurement professionals in regional and global hubs.

In 2025, UNOPS conducted procurement activities across 903 projects in 155 countries. Of these countries, 142 also saw procurement from suppliers in the same country. There were an additional 30 countries that UNOPS procured from but did not carry out any procurement project activities in.

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.

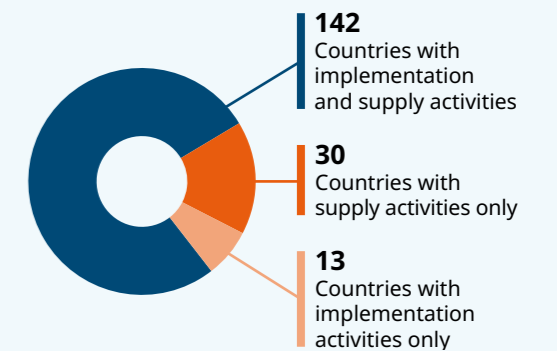
Over a third of UNOPS procurement activities, or \$483 million, were related to projects in Africa in 2025. This included a spend of \$90 million in Ethiopia, the country that implemented procurement of the second highest value in 2025. A key activity was the procurement of medical equipment, including oxygen plants, and agricultural vehicles. Somalia and Tunisia both had a procurement value of \$48 million each.

Procurement under projects in Asia fell by 25.0 per cent to \$456 million, chiefly due to an \$82 million reduction in Afghanistan, which carried out procurement of the highest value in Asia in 2024.

A total of \$354 million in procurement was related to projects in Latin America and the Caribbean, including \$91 million in Brazil, which implemented the largest procurement amount globally. Of this, \$65 million went into the construction of the Federal University of Latin American Integration. Other projects included developing three socio-economic centres, supporting the completion of indigenous and Quilombola schools, and strengthening disaster risk management capability.

Of the \$98 million of procurement under European projects, \$53 million was related to Ukraine.

Seven countries exceeded \$50 million in total procurement under projects. Another 26 countries exceeded \$10 million.



Rebuilding hope: The restoration of Suhul Hospital

In the heart of Shire, Tigray, Suhul Hospital stands as a vital lifeline for over 2 million people. However, the hospital suffered severe damage during years of conflict. Its physical structure was compromised, supplies were stolen and essential medical equipment was disabled.

In partnership with the government of Italy, UNOPS set out to not only replace what was lost, but to build back better. This project involved procuring 94 types of essential medical equipment and, crucially, providing the technical training necessary for hospital staff to operate and maintain these high-tech assets.

By the end of 2025, approximately 800 items of equipment had already been delivered. The impact is measured in restored dignity and the resumption of quality care. Mothers in the maternity ward can now hear their babies' heartbeats on cardiocography machines, and newborns are kept safe in modern infant incubators. Patient satisfaction has surged as the hospital is now capable of performing complex orthopaedic surgeries and caesarean sections that previously required risky referrals to distant facilities.

Strategic procurement and strong partnerships are demonstrating their power in rebuilding the foundation of community healthcare as new equipment is delivered and staff training progresses.

[Find out more](#)



Procurement for projects in Ethiopia totalled \$89 million in 2025, including \$43 million in Health.



“Furnishing Suhul Hospital was about more than just equipment; it was about restoring medical access, hope and dignity to a community deeply affected by conflict.”

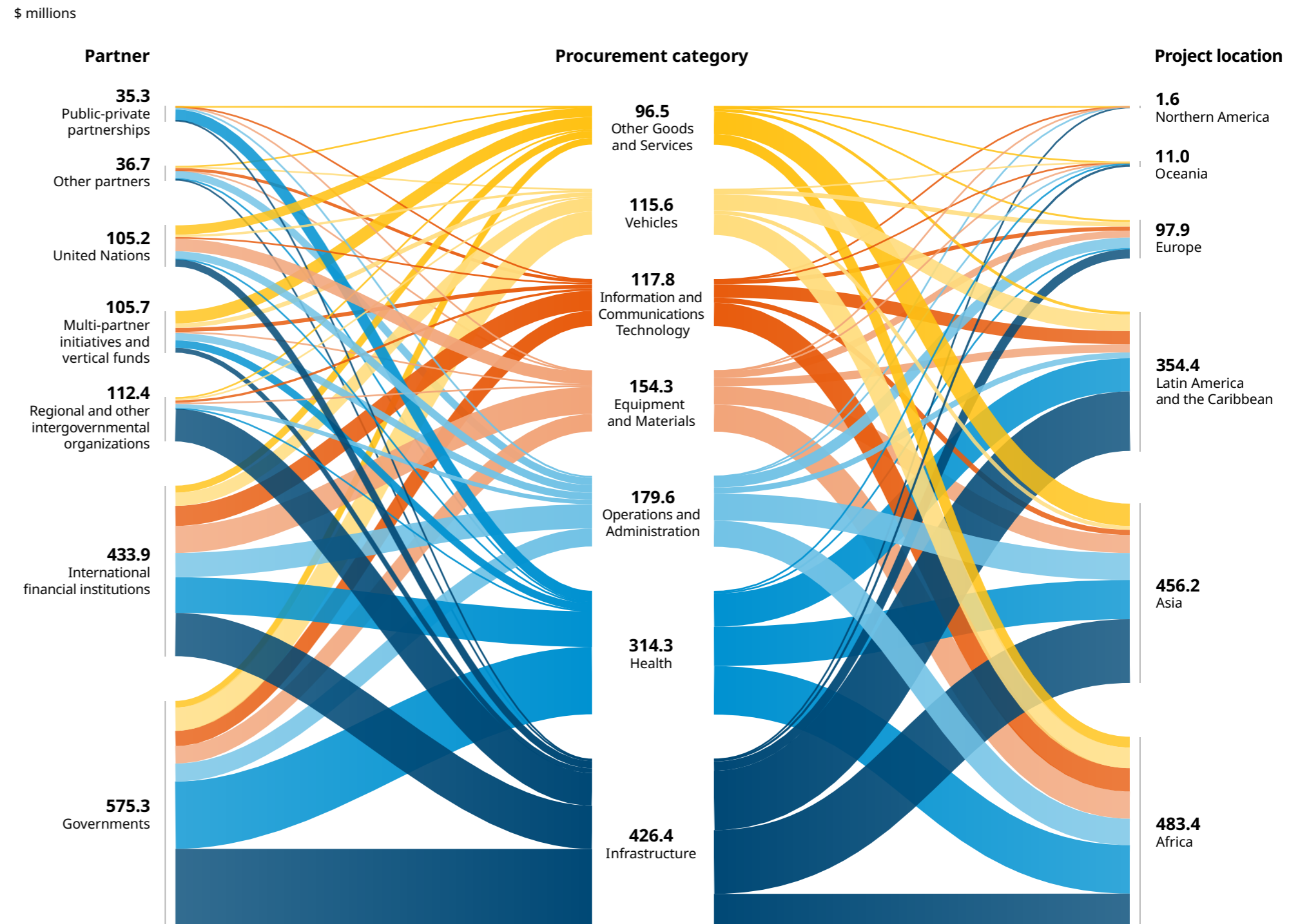
Shewamene Begashaw
Senior Procurement Officer, Ethiopia

A technician operates a new mobile x-ray machine procured for the Suhul Hospital. @ UNOPS

Procurement on behalf of 182 partners

UNOPS works with a diverse range of partners across sectors and countries, including in fragile and conflict-affected contexts around the world. In 2025, the organization conducted procurement on behalf of 182 partners. Almost half of these were government partners, which accounted for \$575 million of procurement, while international financial institutions, principally the World Bank Group, accounted for \$434 million.

Flow of procurement by partner type, procurement category and project location, 2025



A diverse range of partners

Procurement by partner, top 10 partners by procurement volume, 2025

Partner	Partner category	\$ millions
World Bank Group	International financial institutions	417.4
Honduras	Government	75.4
Itaipu Binacional	Regional and other intergovernmental organizations	67.9
Uzbekistan	Government	60.8
Germany	Government	59.9
United States of America	Government	54.5
The Global Fund to Fight AIDS, Tuberculosis and Malaria	Multi-partner initiatives and vertical funds	51.8
Panama	Government	43.4
European Union	Regional and other intergovernmental organizations	42.2
UN Department of Peace Operations	United Nations	38.2

The World Bank Group was the partner with the largest procurement volume, which constituted \$417 million, or around 30 per cent, of the total UNOPS procurement volume in 2025. This amount was 19.6 per cent lower than in 2024. This was partially due to a decline in infrastructure-related procurement after a peak in 2023; but at the same time, procurement related to Health and Information and Communications Technology (ICT) financed by the bank has increased. The countries with the largest implementation volumes were Ethiopia (\$65 million), Yemen (\$58 million) and Tunisia (\$38 million).

There were some significant changes in procurement volume among other major partners.

The partner with the second largest procurement amount was Honduras, which had an increase of 49.1 per cent or \$25 million compared to 2024. This was primarily in Health, but around \$11 million was related to infrastructure.

The partner with the third largest procurement amount was Itaipu Binacional, which is supporting projects such as the construction of the Federal University of Latin American Integration in Brazil.

Projects funded by the government of Uzbekistan saw their total procurement volume more than triple to \$61 million, while procurement supported by the government of Panama increased from \$3.8 million in 2024 to \$43 million in 2025.

At the same time, there were decreases in volume of approximately 50 per cent each for the United States of America and the European Union; however, this followed substantial increases between 2023 and 2024 and represents a normalization of the procurement volumes. Procurement by the Global Fund to Fight AIDS, Tuberculosis and Malaria also declined by 47.7 per cent.

Solar panels installed at a school in Al-Mukalla, Yemen © UNOPS



“This strategic shift to decentralized, solar-powered systems has provided millions of Yemenis with a reliable promise of clean water and health.”

Ramzi Mohammed Alwadhan
Procurement Officer, Yemen

 **YEMEN**

Building resilience through procurement

Following years of escalating conflict, the Yemeni national electricity grid collapsed, leaving access rates below 10 per cent and crippling the hospitals, schools, and water facilities that 19 million people depend on for survival. Historically, providing access to energy in such conflict-affected locations has carried a significant cost premium, making large-scale rehabilitation challenging.

Operating within an incredibly volatile security environment, UNOPS deployed procurement models designed for extreme fragility through the World Bank-financed Yemen Emergency Human Capital Project and the Emergency Electricity Access Project.

By integrating life-cycle costing into the bidding process, UNOPS ensured that contracts included a year of maintenance and warranties for up to five years. This mitigated the risk of equipment failure due to the lack of local maintenance capacity that can result from traditional lowest price bidding approaches.

To facilitate the participation of smaller suppliers, contract opportunities were divided based on geographic location. This allowed over 30 local microfinance institutions, contractors and small businesses to win tenders that would have been impossible for them to attain had requirements been combined into larger contracts. Furthermore, as local suppliers gained deployment experience, the initial cost premiums of operating in a conflict zone were systematically offset.

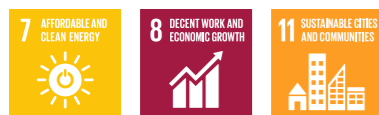
Furthermore, to help suppliers navigate the complex import bottlenecks and security checkpoints associated with the Red Sea crisis, an integrated supply chain management approach was adopted to manage the end-to-end journey of goods – from procurement to port clearance.

This local focus, combined with the streamlined supply chain, reduced average procurement and delivery lead times by 40 per cent, from a 12-month average to just over 7 months. Moreover, a World Bank analysis of these solar installations found that project-level learning reduced conflict-linked costs by nearly 17 percentage points over successive procurement cycles, regardless of whether a region was experiencing de-escalating or escalating violence.

As a result, approximately 1,000 critical facilities, including water systems and rural hospitals, have been successfully electrified, with 100 per cent of the installed solar capacity remaining functional and maintained by locally trained technicians.

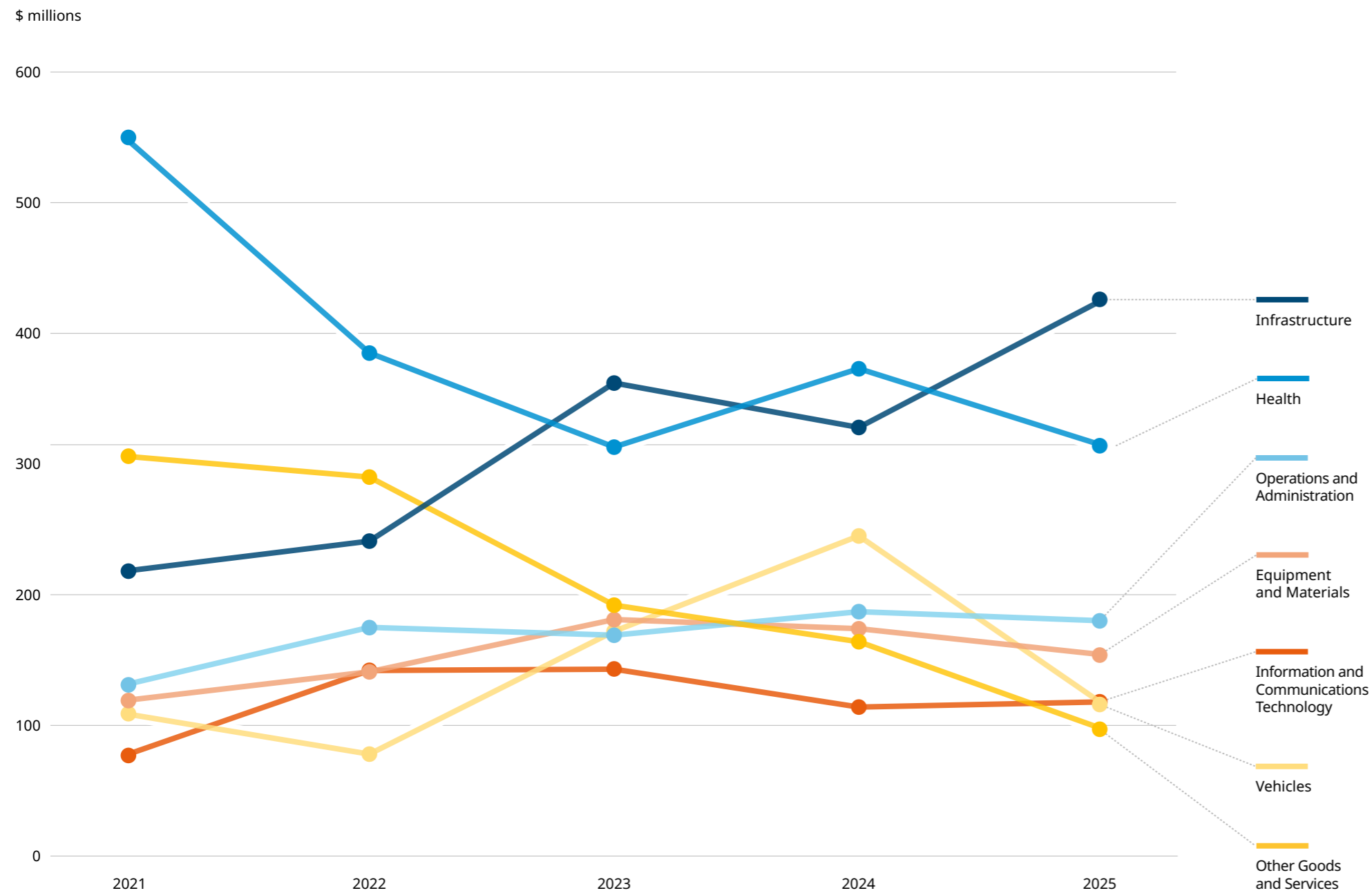
By using procurement as a strategic tool to enhance resilience, UNOPS has demonstrated that even in the most unstable environments, it is possible to build a sustainable commercial market and a reliable foundation for the provision of essential services.

[UNOPS in Yemen](#)



Infrastructure-related procurement increases

Procurement trend by category (excludes PharmaMX project), 2021 to 2025



UNOPS is dedicated to implementation and demand driven, and responds to needs as they emerge. The profile of UNOPS procurement spend therefore reflects the dynamic needs of its partners.

Procurement in the Infrastructure category has almost doubled since 2021, and it continued its upward trajectory in 2025, reaching \$426 million. This amount was up by \$99 million, or 30.1 per cent, compared to 2024. Infrastructure-related procurement has totalled \$1.6 billion over the last 5 years.

Procurement under some categories decreased compared to the previous year but still showed an upwards trend in the longer term. Procurement of Vehicles, for example, was down to \$116 million following 2 consecutive years of increases. However, 2025 still saw the third largest volume on record. The procurement volume in the Equipment and Materials category was \$19 million lower compared to 2024, but still 30.0 per cent higher than in 2021. Similarly, Operations and Administration-related procurement volumes were \$7 million lower compared to 2024 but up by 36.6 per cent compared to 2021.

Health-related procurement was down by \$59 million or 15.8 per cent, to \$314 million, in 2025. This was also a decrease from its peak in 2021, which resulted from the COVID-19 response. However, the procurement amount was still comparable to 2023 levels.

There was a small increase in ICT procurement, which went up by \$3.4 million.

Infrastructure

Infrastructure was the leading procurement category by volume, with a total of \$426 million in 2025, underscoring the critical role of procurement in UNOPS delivery of essential physical assets.

While the overall category saw an increase in 2025, there were notable shifts in the implementation focus. Brazil emerged as the country with the largest amount of infrastructure procurement, at \$84 million compared to just \$5 million in 2024.

Similarly, procurement in Uzbekistan more than quadrupled, reaching \$42 million. Conversely, the volume in Yemen, which was the top country in 2024, decreased by approximately \$23 million to \$32 million in 2025 – however, it had implemented the largest procurement amounts over the last 5 years, with its procurement volume over that period totalling \$243 million. Mozambique also saw a reduction from \$29 million to \$16 million.

The World Bank Group financed the largest amount of Infrastructure procurement, worth \$106 million. Other major contributors included Itaipu Binacional (\$65 million), the government of Uzbekistan (\$42 million) and the government of Germany (\$41 million).



KIRIBATI

Beyond concrete: Low-emission coastal protection

Accelerating sea level rise and coastal erosion threaten the very survival of Kiribati's low-lying communities.

Through the Kiribati Australia Climate Security Initiative, funded by the government of Australia, UNOPS is delivering innovative climate adaptation solutions to protect communities and the country's primary medical facility from progressive land loss.

UNOPS implemented a first-of-its-kind sea wall solution using geotextile sand containers (GSCs). These high-strength units act as flexible buffers against wave energy. Combined with native coastal planting, this solution was 80 per cent cheaper and less emissions-intensive than conventional concrete seawalls, allowing for the protection of a much longer stretch of coastline.

The use of GSCs also enabled a local contractor to lead the implementation of this innovative sustainable solution. To date, 13 local small and medium-sized enterprises have been engaged in the project, with their contributions ranging from technical services to supply logistics.

By combining technical innovation with local empowerment, UNOPS and the Australian government have established a scalable, nature-based adaptation solution that will protect the homes, health and future of the people of Kiribati.

[Find out more](#)

\$426 m

Total procurement 2025

“The launch was a proud moment for us all. It proved that with persistence and adaptive planning, we could deliver the innovative materials needed to protect our coastline and community.”

Atiuta Mataiti
Project Management Support Officer, Kiribati

\$1.6 bn

Total procurement from 2021-2025



Health

Health was the second largest category of procurement in 2025, with a total volume of \$314 million, compared to \$373 million in 2024. The average procurement amount per year post-COVID-19 (2022 to 2025) is \$346 million.

Despite the overall decline in the category, there were significant increases in procurement volumes in Ethiopia and Honduras, which rose to \$43 million and \$64 million, respectively. Conversely, there were notable decreases in Guatemala, where procurement fell by \$33 million, as well as in Myanmar, Bangladesh and Uzbekistan. A total of \$141 million of procurement benefited least developed countries.

Over 20 per cent of the spend in the category was from a single supplier based in France, primarily related to the Stop TB Partnership, under a long-term agreement (LTA). Goods from this supplier were implemented in more than 50 countries.

Fifty-eight per cent of procurement in the category, or \$183 million, was conducted under LTAs held with 99 suppliers in 24 countries, ensuring efficiency and consistency in the supply of essential medical goods.



TUNISIA

Modernizing the national health system

Tunisia is carrying out a systemic transformation of its healthcare infrastructure, bridging the gap between urban centres and rural governorates.

UNOPS partnered with the Ministry of Health to modernize 75 hospitals across all 24 governorates, focusing on the long-term reliability of equipment and building capacity in the local market.

Life-cycle costing and total cost of ownership approaches were implemented, factoring long-term expenses – including consumables, service contracts, and after-sales support – into contracting decisions. To ensure operational continuity, UNOPS required all suppliers delivering equipment for the project to have local or regional representation. Ultimately, 130 of 140 contracts were awarded to Tunisian suppliers.

The project also included over 100 training sessions for more than 2,500 healthcare professionals, as well as training programmes for executives and ministry officials, for long-term sustainability.

Over 1,800 units of high-tech equipment have been delivered, including Tunisia's first surgical robot. Procurement helped save \$4.2 million, which was reinvested into the health system.

These achievements demonstrate how sustainable procurement can transform investments into enduring institutional legacies.

[Find out more](#)

\$314 m

Total procurement 2025

\$1.9 bn

Total procurement from 2021-2025, excluding \$2.0 bn under PharmaMX

“Seeing patients access these services in their own communities for the first time is what makes this work truly meaningful. It’s a proud leap forward for medical excellence and a more resilient health system for all Tunisians.”

Ziad Hamze
Project Manager, Tunisia



Operations and Administration

Procurement under this category assists the implementation of UNOPS projects and the provision of support services. In 2025, the Operations and Administration procurement volume totalled \$180 million, a slight decrease of 3.8 per cent compared to 2024.

Logistics services remained the largest component, totalling \$49 million. Of the total volume in this subcategory, which includes freight handling and forwarding, 85.5 per cent was contracted through LTAs. General consultancy services reached \$43 million, an increase of 13.6 per cent compared to the previous year, with over 54.4 per cent utilized via LTAs.

In the business administration subcategory, procurement totalled \$43 million, with \$19 million specifically dedicated to human resources services and temporary labour. Travel-related procurement, including vehicle rentals, totalled \$15 million.

The vast majority of procurement under this category – nearly 89 per cent – was for projects on behalf of partners. Internal management expenditure totalled \$20.3 million, representing a decrease of 7.1 per cent compared to 2024.



© UNOPS/Maca Galindo

PARAGUAY

Empowering women and local industry through international standards

Through a \$12 million project funded by Itaipu Binacional, UNOPS worked with the Ministry of the Interior and Ministry of Justice in Paraguay to modernize security infrastructure while boosting inclusive local production.

As part of the project, UNOPS procured uniforms for 2,318 inmates and 723 prison officers. The objective was to find a delicate balance between sourcing high-quality textile for safety and durability, and ensuring rapid delivery.

The bidding process integrated strict environmental and social criteria, requiring the use of compostable or biodegradable packaging and incentivizing gender equality – including a requirement that the chosen supplier’s workforce be at least 20 per cent female.

Ultimately, over 60 per cent of the selected supplier’s employees were women, of whom 37 per cent were of a senior age. The supplier was also motivated to achieve ISO 9001 and ISO 14000 certifications and implement advanced management systems.

For local micro, small and medium enterprises (MSMEs), meeting international standards while navigating complex sustainability requirements can often pose a significant barrier to entry. However, this project shows that procurement can catalyze positive change and help create a resilient business ecosystem that will continue to grow long after a project’s completion.

[Find out more](#)

\$180 m

Total procurement 2025

“Through our processes, we encourage local suppliers to raise their standards, incorporate sustainability criteria, and strengthen their capacity to compete in national and international markets.”

Cynthia Delgado
Procurement Officer, Paraguay

\$842 m

Total procurement from 2021-2025



Equipment and Materials

Procurement in the Equipment and Materials category decreased to \$154 million in 2025, down from approximately \$174 million in 2024.

Significant activities were recorded in key implementation countries. In Yemen, the procurement volume reached \$29 million, an increase of 29.0 per cent compared to 2024. Somalia saw its procurement in the category grow to \$17 million, while Ethiopia experienced a substantial rise from \$1.9 million to \$13 million.

Conversely, procurement in Ukraine decreased to \$17 million, down from \$38 million in the previous year. In Panama, \$8.6 million was spent on equipment and materials, while \$8.3 million was recorded for the State of Palestine.

A significant portion of the expenditure in the category – \$30 million – was dedicated to demining and explosive detection services. Construction materials and fittings accounted for a further \$29 million. Sustainable energy remains a priority; \$24 million was spent on solar generators, supported by the UNOPS energy transition mission to increase access to renewable energy in challenging environments. An additional \$7.0 million was spent on diesel generators to support the continued delivery of essential services.



HAITI

Protecting health with solar power

Fuel shortages and a fragile power grid frequently threaten the most basic human rights in Haiti, including access to healthcare. Use of diesel generators resulted in high operational costs and significant emissions; and when fuel ran out or the generators failed, healthcare workers had to examine patients using flashlights, jeopardizing surgeries, diagnostics and the stability of temperature-sensitive vaccines.

Financed by the World Bank, UNOPS has driven the transformation of seven major public hospitals and the Jérémie Medical Supply Centre into resilient mini-grids through strategic procurement. In 2025, this included the Saint Antoine Hospital in Jérémie and Sainte Thérèse Hospital in Hinche.

The procurement process integrated levelized cost of energy calculations to guide the acquisition of 1.2 megawatts of solar capacity and 1,727 kilowatt-hours of battery storage. By prioritizing the purchasing of high-quality, durable equipment through sustainable procurement principles, UNOPS ensured that the energy systems were tailored to specific operational demands and the local context.

The consolidation of these efforts has yielded life-saving results. Renewable energy now covers 70 per cent to 100 per cent of these facilities' electricity needs, securing a 24/7 cold chain that guarantees vaccine potency for thousands of patients.

[Find out more](#)

\$154 m

Total procurement 2025

“By strengthening coordination and adapting our planning in real-time, we ensured that these life-saving energy systems reached the hospitals despite the complexity.”

Gilles-Dona Brousseau
Electrical Engineer, Haiti

\$769 m

Total procurement from 2021-2025



Information and Communications Technology

Procurement of information and communications technology goods and services increased to \$118 million in 2025, a growth of 3.0 per cent compared to 2024. This increase was primarily driven by greater demand for hardware and technical services in several locations.

Argentina retained its position as the country that implemented the highest value in the category, with its procurement increasing to \$26 million. Several other countries saw major surges: procurement in Chad rose to \$18 million, while Niger and Tunisia both recorded approximately \$10 million in ICT-related spend. Ethiopia followed with \$9.2 million.

Computers was the largest subcategory, with a total spend of \$59 million – an increase of \$7.9 million compared to 2024. Software procurement accounted for \$11 million, while ICT services and installation and repair services totalled \$9.8 million and \$7.9 million, respectively. Approximately 68 per cent of procurement in this category was facilitated through LTAs.

These activities align with the UNOPS Just Digital Transformation mission, which aims to bridge the digital divide and promote equal access to technology and data in developing countries.



ARGENTINA

Bridging the digital divide to transform education

In an increasingly connected world, the digital divide remains a significant barrier to equality. For more than two decades, UNOPS has partnered with national and provincial governments in Argentina to transform public education.

With nearly a third of public schools lacking internet access as recently as 2015, the challenge was both infrastructural and pedagogical. UNOPS provided a range of partners with comprehensive technical and operational assistance, including managing the procurement of essential connectivity devices, complex multimedia kits and learning platforms for public schools across the country.

By 2025, more than 5 million devices were delivered, including 1.6 million netbooks and 115,000 robotic kits, and over 15,000 schools were connected to the internet. In some cases, assistive technology such as auditory learning devices and adapted content within learning software ensured students with disabilities were not left behind in the digital transition. In addition, the TUMO Center in Buenos Aires opened, providing 600 types of advanced technology that empowered youth to shape their creative careers.

The long-term goal is to move from connectivity to full digital literacy, ensuring that every student in Argentina, from urban centres to rural outposts, has the critical thinking and problem solving skills required of the 21st century workforce.

[Find out more](#)

\$118 m

Total procurement 2025

“UNOPS supports the creation of digital learning environments, modernizing public education and reducing inequalities for thousands of students across the country.”

Rafael Cabrera
Senior Programme Manager, Argentina

\$594 m

Total procurement from 2021-2025

Vehicles

Following a peak in 2024, procurement in the Vehicles category fell to \$116 million in 2025. This reflects a shift in project requirements and the conclusion of several large-scale contracts from the previous year.

Peru emerged as the country with the highest implementation value in the Vehicles category in 2025, having procured more than 200 ambulances worth a total of \$23 million. Ukraine saw an increase in vehicle-related support, carrying out procurement worth \$11 million, while Guinea also recorded \$11 million. Other significant volumes were recorded in Ecuador (\$8.4 million), Haiti (\$7.7 million) and the State of Palestine (\$6.9 million).

Ambulances remained a critical subcategory, with \$29 million worth of supplies procured to support emergency healthcare services. Commercial and general motor vehicles accounted for \$17 million and \$16 million, respectively. While the procurement of heavy trucks and buses decreased from 2024 levels, they still represented a combined \$31 million of the category's total. Armoured vehicles accounted for \$6.9 million.

Approximately 42 per cent of vehicle procurement was conducted through LTAs, highlighting the organization's agility in delivering specialized transportation solutions for partners.



📍 UKRAINE

Restoring resilience through emergency mobility

In 2025, UNOPS scaled up its procurement operations in Ukraine, focusing on mobility as a primary driver of resilience in humanitarian crises.

UNOPS implemented a multi-pronged procurement strategy, leveraging local industry and global technical expertise to deliver tailored transportation solutions.

In the Sumy region, UNOPS procured 60 buses from a local manufacturer operating under a license. These buses maintain regular daily service while remaining ready for emergency evacuations.

In Kharkiv, school buses were integrated into a wider Underground School project, ensuring safe transit to missile-proof classrooms for 1,300 students.

In Mykolaiv, UNOPS delivered 10 emergency repair vehicles designed as stand-alone stations, equipped with generators and hydraulic tools to repair heating pipes in freezing conditions without needing external power.

The results of these mobility solutions can already be measured in lives saved. In addition, by prioritizing local manufacturers, UNOPS is strengthening Ukraine's industrial capabilities while ensuring that maintenance and spare parts remain accessible to keep the transport network running.

[Find out more](#)

\$116 m

Total procurement 2025

“Behind every contract stands a real human impact – delivering the infrastructure that allows families to reconnect and rebuild their lives in the most difficult circumstances.”

Iryna Artemova,
Procurement Officer, Ukraine

\$720 m

Total procurement from 2021-2025



Other Goods and Services

Procurement of other goods and services outside the main categories decreased by 41.1 per cent to \$97 million in 2025.

The primary driver of activity in this category was the procurement of fuel. Total spend on fuels and oil reached \$37 million, more than double the amount of \$14 million recorded in 2024. This increase was almost entirely attributed to procurement for the State of Palestine, which rose from \$10 million in 2024 to \$34 million in 2025, although it was still below the peak of \$138 million recorded in 2022 (total \$353 million from 2021 to 2025). In the Central African Republic, procurement of fuel also remained a priority, totalling \$1.3 million.

Procurement of training services and materials, which saw a peak in the previous year, decreased by 51.1 per cent to \$16 million in 2025. This was influenced by a substantial reduction in training-related spend in Afghanistan, which fell from \$16 million in 2024 to \$0.6 million in 2025. Despite this trend, UNOPS continued to support capacity building elsewhere, which included a spend of \$2.6 million in Indonesia and \$2.1 million in Yemen.

Humanitarian goods and services accounted for \$16 million in 2025, down from \$22 million in the previous year. South Sudan remained the primary implementation country in this subcategory, with \$12 million in procurement. Spend on food, agriculture and environment-related products totalled \$13 million, including \$2.4 million in Lebanon and \$2.1 million in Brazil. These initiatives continue to support UNOPS missions related to food systems transformation and the humanitarian, development and peace nexus.



© UNOPS

\$97 m

Total procurement 2025

\$1.1 bn

Total procurement from 2021-2025



Hosted partnerships: Scaling up impact

A cornerstone of UNOPS expertise is its unique hosting model, which plays a vital role in advancing achievement of the Sustainable Development Goals through multilateral cooperation. Through hosting, UNOPS provides legal, financial and operational support to unincorporated, multi-stakeholder initiatives that align with UN values and principles.

By taking on complex functions – from procurement and grant management to human resources management and financial oversight – UNOPS enables partners to move faster, operate efficiently, and deliver with confidence in challenging environments.

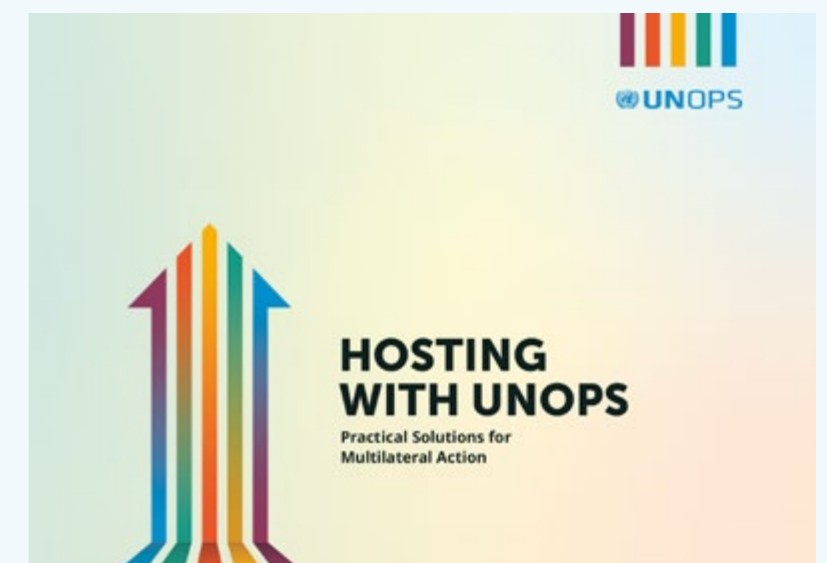
UNOPS brings its strong operational framework to the partnership, including comprehensive procurement policies, processes, systems and tools, such as the UNOPS sustainable procurement framework and the Delivering Responsibility in Vendor Engagement (DRiVE) programme's supplier sustainability screening.

By offering a reliable and efficient operational platform, UNOPS enables diverse initiatives to advance their missions, which can range from improving global health and nutrition, to driving climate action, to accelerating sustainable development. This kind of collaboration ensures that every dollar spent by a hosted entity not only meets technical needs, but also helps uphold the highest standards for human rights, ethical labour and environmental sustainability.

The scale of this support is significant. In 2025, UNOPS hosted 14 partnerships and managed over \$120 million in procurement on their behalf – including \$112 million through the Stop TB Partnership alone. But beyond the numbers, the real value lies in what this enables: turning global strategies into tangible results on the ground. By aligning partnerships, systems and delivery, UNOPS helps ensure that global goals are not only set, but reached in ways that are tangible, equitable and lasting.

[Find out more](#)

What is hosting with UNOPS?
[Read more](#)



 GLOBAL

Market stewardship: Shaping the future of tuberculosis care

Tuberculosis (TB) is one of the world's deadliest infectious diseases, claiming over 1.3 million lives annually. The burden falls heaviest on low- and middle-income countries, where restrictions in access often prevent the most vulnerable, including people with HIV and children, from reaching life-saving treatment.

Hosted by UNOPS, the [Stop TB Partnership's](#) Global Drug Facility (GDF) is the world's largest procurer of quality-assured TB products and has been for the last 25 years. GDF utilizes a sophisticated market-shaping strategy to secure price reductions, and a strategic rotating stockpile to expedite emergency deliveries and prevent stockouts.

GDF's ongoing market stewardship is essential to the global goal of ending TB by 2030. By maintaining technical support and ensuring price stability, UNOPS and GDF continue to transform the global status quo regarding TB and advocate for universal equitable access.

 GAZA

Rebuilding lives with assistive technology in Gaza

The lack of basic mobility aids in a conflict zone creates significant challenges for persons with disabilities trying to navigate daily life. In Gaza, where conflict has severely disrupted health services, [ATscale](#), the Global Partnership for Assistive Technology, leveraged the UNOPS hosting platform to quickly procure and deliver more than 1,000 assistive devices – including wheelchairs and shower chairs – to health facilities.

This rapid pooled procurement effort was critical in supporting persons with disabilities and strengthening the local health system during a major crisis. UNOPS provided the security and logistics platform, allowing ATscale to focus entirely on getting life-changing products where they were needed most.

 VANUATU

Building climate resilience in Vanuatu

Vanuatu is one of the nations most vulnerable to climate impacts and needs tailored support to address climate-related losses. By using the UNOPS hosting model, the [Santiago Network](#) was able to deliver technical assistance via the Nabanga Loss and Damage Consortium.

This country-driven initiative, backed by the solid operational platform UNOPS provides, is developing a national programme to address both rapid (cyclones) and slow-onset (sea level rise) climate impacts. UNOPS ensures that the financial and procurement processes are in place to quickly and reliably transfer funds and contract experts, turning the Santiago Network's mandate of technical assistance into tangible results in response to the climate crisis.

By providing operational stability, UNOPS is allowing the network to build long-term climate resilience and ensure local ownership, converting efforts to attain global commitments into actionable strategies on the ground.

During a visit to the Gaza Strip, UNOPS Executive Director Jorge Moreira da Silva met residents who have been displaced multiple times, and spoke with UN partners and UNOPS personnel who continue to deliver critical services under extreme pressure and insecurity. © UN News

Agility in adversity

UNOPS implements procurement activities in some of the most challenging contexts. Its ability to adapt sets it apart.



An estimated 60 million tonnes of rubble must be safely cleared of unexploded ordnance to ensure the safety of returning communities. © UN News

As global crises become increasingly complex and interconnected, the demand for agile, efficient and principled implementation has never been more urgent. UNOPS remains at the forefront of the effort to champion such an approach, leveraging its global reach to deploy institutional experience when emergencies arise, and to rapidly support countries facing the most acute systemic risks.

UNOPS implementation services help create synergies that enable partners to span and bridge humanitarian, development and peace efforts. The organization responds in urgent situations, including during post-conflict, post-crisis and emergency operations, managing complex supply chains while maintaining compliance with financial regulations and procurement principles. These efforts are facilitated by a decentralized delivery model in which most of the procurement activities are conducted by field-based teams. This ensures that interventions are grounded in local realities, and allows UNOPS to adjust its presence in direct response to partner needs.

In addition to leveraging its three decades of experience, UNOPS deploys a number of tools to respond to urgent crises without compromising its procurement principles. Where necessary, these tools include the use of emergency procurement procedures (EPP) and specialized surge mechanisms.

From establishing dedicated aid corridors in Gaza to mobilizing high-tech early warning systems in small island developing states (SIDS) like Timor-Leste, UNOPS makes use of its operational experience to navigate volatility. By integrating technical procurement with community-level knowledge, UNOPS ensures that even in high-risk contexts, essential services are delivered and foundational infrastructure is built to withstand future shocks.

Procurement for projects in challenging locations

UNOPS conducts procurement activities in some of the most challenging and vulnerable locations worldwide.

In 2025, procurement activity was reported in all 38 countries classified by the World Bank as being under fragile and conflict-affected situations. A total of \$649 million of procurement was related to these countries.

Furthermore, 513 projects involved procurement in least developed countries (LDCs), landlocked developing countries (LLDCs) and SIDS.

SIDS confront distinct difficulties, including heightened susceptibility to climate change effects, resource limitations, economic disparities and strained health systems. Procurement activities in 30 SIDS totalled \$47 million in 2025, a 29.7 per cent increase compared to 2024. This was influenced by an additional \$8.8 million of procurement in Haiti and the scaling up of procurement projects in Sint Maarten (Dutch Part), Papua New Guinea and Barbados.

On the other hand, procurement in LLDCs decreased by 23.3 per cent, or \$101 million, compared to 2024. This was due to significantly lower levels of procurement in Afghanistan and Paraguay, despite increases in Uzbekistan and Chad, among others.

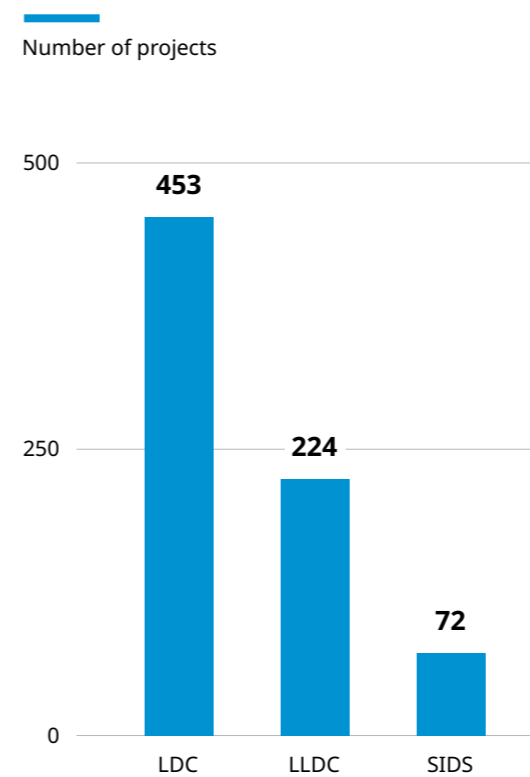
LDCs face some of the greatest barriers to sustainable development, including energy poverty, limited access to markets, lack of productive capacity, and climate vulnerability. Some SIDS and LLDCs are also classified as LDCs. Procurement in LDCs fell by 19.4 per cent, to \$622 million, compared to 2024. LDCs that were exceptions to this trend included Madagascar, Guinea and Ethiopia.

Where possible, UNOPS procures locally to help promote local economic growth, especially in the most vulnerable of its project locations. In SIDS, 37.6 per cent of the goods and services procured came from local suppliers, compared to 35.6 per cent in LLDCs and 36.6 per cent in LDCs.

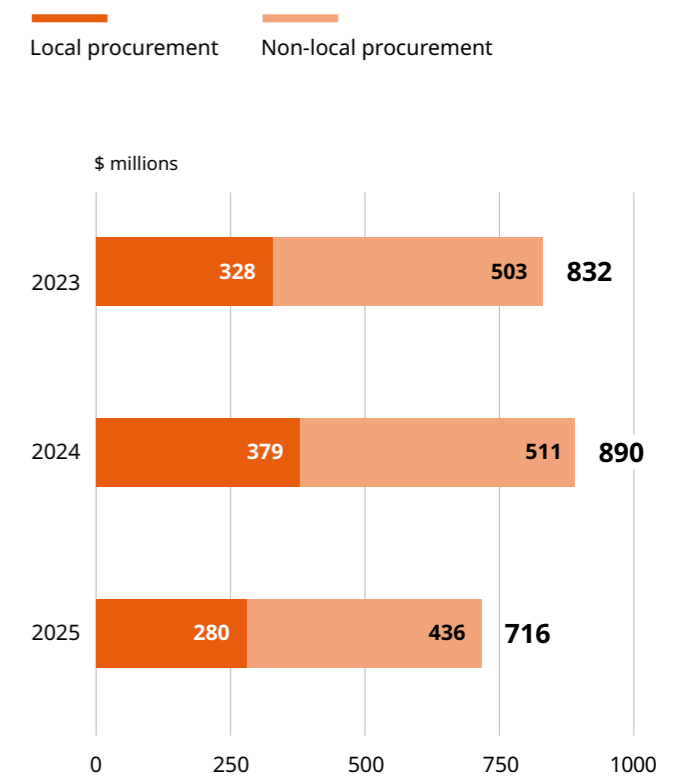
For LDCs and LLDCs, these shares were lower compared to those in 2024, while the proportion in SIDS represented an improvement. Nevertheless, in all of these countries, the proportion of local procurement was lower than the global average, highlighting a particular challenge of working in such locations.

Across LDCs, LLDCs and SIDS, the share of local procurement was higher in the Infrastructure (88.0 per cent) and Equipment and Materials (39.6 per cent) categories compared to that in 2024. In contrast, local procurement of health-related goods and services was just 4.8 per cent, or \$8.1 million, of the total amount of \$169 million, reflecting the nature of supply chains in this category.

Procurement projects in LDCs, LLDCs and SIDS, 2025



Proportion of local procurement in LDCs, LLDCs and SIDS, 2023 to 2025



Strengthening early warning systems for proactive preparedness

The climate crisis is far from a distant threat in Timor-Leste. Increasing hydro-meteorological hazards, including flash floods, landslides and prolonged droughts, regularly jeopardize the lives and livelihoods of a population highly vulnerable to environmental shocks.

As part of a landmark Green Climate Fund project, and in partnership with the UN Environment Programme (UNEP), UNOPS led the procurement, installation and commissioning of specialized, high-tech early warning systems equipment – including automatic and manual weather stations, Doppler radars and air quality monitoring systems – and provided human resource support.

These systems are expected to transform the nation's capability to capture climate information. The project will benefit an estimated 1.3 million people by providing the technological infrastructure necessary for real-time detection, monitoring and forecasting of hazards. The resilience built through these systems allows communities to shift from reactive disaster response to proactive preparedness, safeguarding property and ensuring that development gains are not swept away by the next extreme weather event.

The project serves as a blueprint to guide other SIDS in integrating technical procurement and community-level disaster risk knowledge.

[Find out more](#)



Moderating volume of procurement under EPP following the COVID-19 pandemic

Emergency procurement procedures (EPP) can be activated in certain urgent situations, when there is clear evidence that an event or series of events have occurred which imminently threaten human lives or livelihoods and produce disruption on an exceptional scale. EPP are less formal and offer more flexibility than the regular procurement procedures applicable in non-emergency situations without compromising on compliance with UNOPS procurement principles. UNOPS procurement practitioners operating under EPP are well trained in handling these procedures.

Use of EPP was particularly widespread between 2020 to 2022, when UNOPS deployed them globally as part of its response to the COVID-19 pandemic. Between 2020 and 2023, their use was also driven by the procurement of fuel for the State of Palestine, which contributed \$138 million to the total EPP volume in 2022 alone. Since these significant activities, procurement under EPP has declined.

In 2025, total procurement under EPP was worth \$269 million – 45.6 per cent or \$226 million less than in 2024, and representing 19.2 per cent of overall spend.

Procurement under EPP exceeded \$1 million in 14 countries. Approximately a quarter of the total procurement under EPP, or \$66 million, was for projects in Yemen, with a further \$45 million each for Ukraine and the State of Palestine. Other locations that carried out procurement under EPP included Somalia, Mozambique, Lebanon, Haiti, Guinea and Afghanistan.

Almost half of the procurement under EPP was in the Infrastructure category, with particularly large volumes in Yemen and Ukraine. This included works related to schools, health facilities and community buildings. There was \$65 million worth of procurement in the Equipment and Materials category, including \$22 million for solar generators and \$19 million worth of construction materials and fittings.

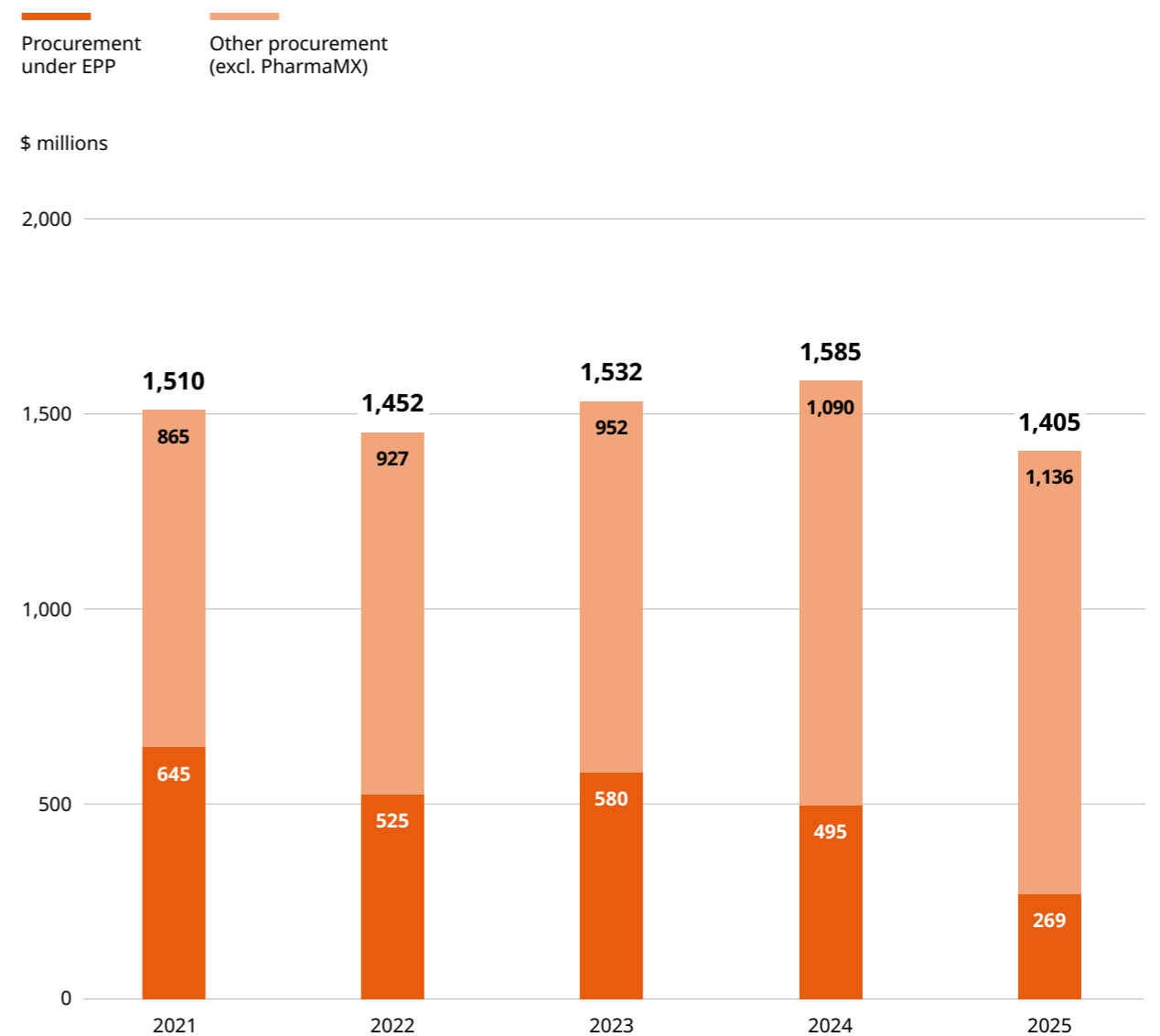
\$269m

procurement under emergency procurement procedures in 2025

29

countries where procurement under EPP was implemented in 2025

Procurement under EPP compared to total procurement (excludes PharmaMX project), 2021 to 2025



Navigating danger: Emergency explosive ordnance risk education

The escalation of conflict in Sudan has displaced over 11 million people and left vast urban areas like Khartoum heavily contaminated with explosive ordnance. In early 2025, the capital was recaptured, which triggered a massive spontaneous return of civilians to neighbourhoods that had not yet been cleared of hazards.

In a race against time, UNOPS, in support of UNMAS, utilized EPP to deliver a life-saving intervention. The Sudan team rapidly engaged capable suppliers precisely as lines of control shifted. Contracts were structured to enable the swift mobilization of resources, allowing teams to provide short, targeted risk education sessions at transit points, on buses and in waiting areas.

The impact of this rapid-response procurement was felt at a national scale, directly reaching over 18,000 people through face-to-face sessions and indirectly impacting more than 2 million beneficiaries through radio messaging and mass campaigns. Post-intervention assessments confirmed the success of the approach, with 99 per cent of participants demonstrating increased knowledge of safe behaviours.

Beyond the immediate protection gains, this procurement-led phase served as a critical precursor that allowed the release of further funding for physical clearance, bridging the gap between awareness and the eventual return of safe land to the community.

[Find out more](#)



“In Sudan, we leveraged EPP to move quickly and effectively. This approach gave us the agility to pivot our response as the situation on the ground shifted.”

Mubarak Mhamed
Support Services Senior Associate, Sudan

A community liaison officer delivers a life-saving explosive ordnance risk education session to vendors at Jebel Awlia Market. © UNOPS

In 2025, 97.7 per cent of UNOPS procurement was conducted in the field

UNOPS procurement is largely decentralized. In 2025, 97.7 per cent was conducted by local procurement teams, with only 2.4 per cent conducted in headquarters.

UNOPS **multi-country programmes**, which fall under the Global Portfolios Office (GPO), have the widest geographical spread of all UNOPS operational units, reaching over 130 countries annually. These programmes tackle transnational challenges such as enhancing peace and security throughout Africa and the Middle East, as well as fostering resilience to climate change in SIDS. Total procurement under GPO was worth \$201 million in 2025. Health was the top category at \$93 million, followed by Equipment and Materials at \$40 million.

In addition to the GPO, the UNOPS regional units respond to the needs of the organization's partners in different geographical regions.

In 2025, the **Latin America and the Caribbean region** (LCR) remained the top regional organizational unit by procurement volume, with \$349 million of procurement, almost the same amount as in 2024. Infrastructure became the category with the largest volume in 2025, with \$151 million in procurement – a significant increase from the \$58 million spent in 2024. This was followed by Health, which saw a spend of \$82 million (down from \$97 million in 2024).

Procurement in the **Africa region** (AFR) totalled \$343 million in 2025, up by 4.9 per cent compared to 2024. Infrastructure (\$84 million) remained the top category, but a surge in ICT procurement saw the category's volume more than double to \$53 million. On the other hand, spending on Vehicles nearly

halved to \$34 million. A key trend was the increased use of collaborative procurement, with spending through non-UNOPS LTAs doubling to \$54 million.

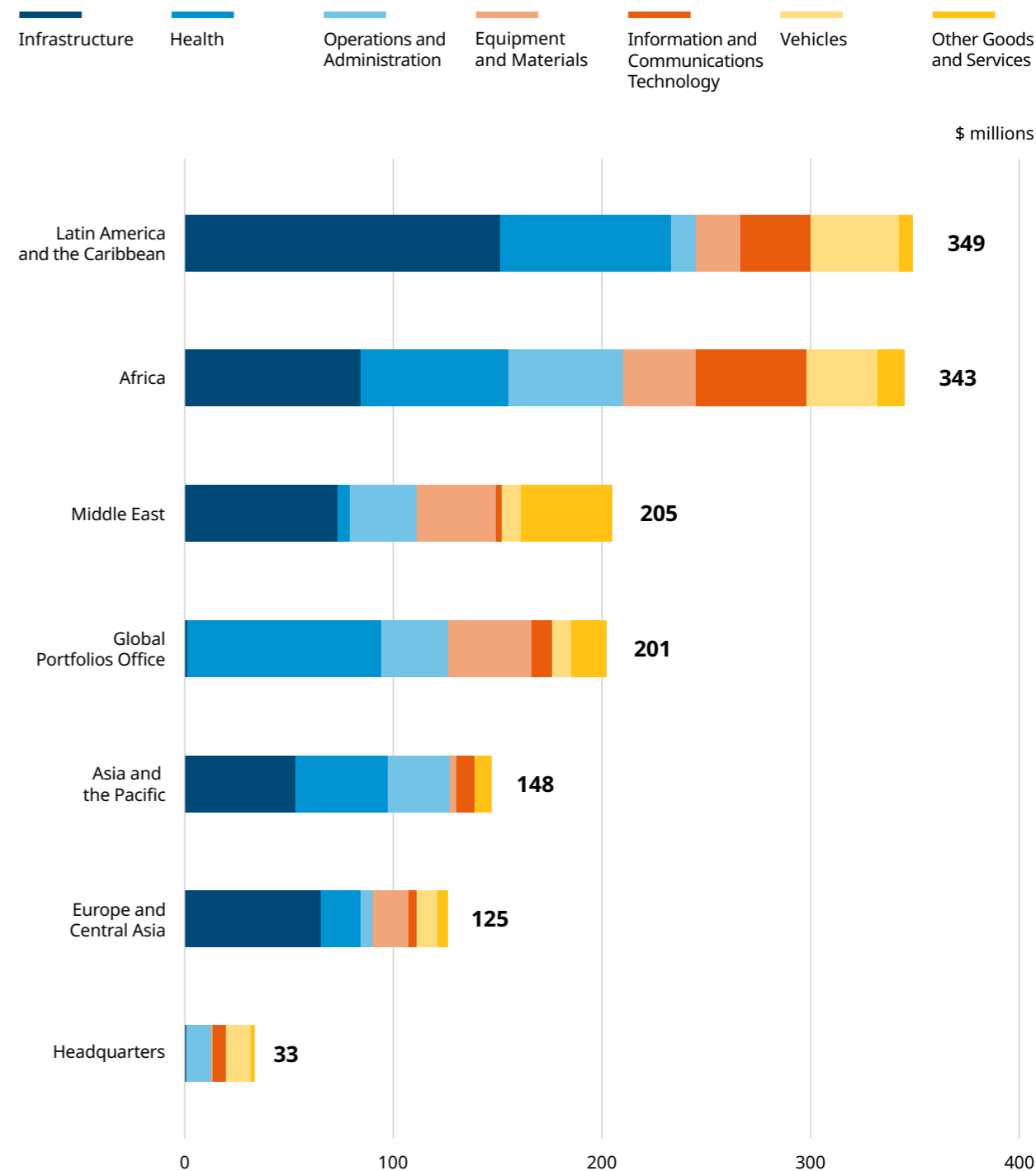
The **Middle East region** (MR) recorded \$205 million worth of procurement across 10 countries, down by \$30 million compared to 2024. A resumption of procurement of diesel fuel for Gaza pushed the volume under the Other Goods and Services category higher, partially offsetting declines in procurement in the Infrastructure, Vehicles and Health categories. However, the procurement of fuel is still well below its peak of \$138 million in 2022. Procurement of Equipment and Materials increased by 62.3 per cent to \$38 million.

The **Asia and the Pacific region** (APR) recorded \$148 million in procurement, down by 22.2 per cent compared to the average of the 5 preceding years. This was primarily influenced by decreased procurement in Afghanistan, which had surged in the previous year. However, there were increases in procurement in Cambodia, Papua New Guinea and India.

In the **Europe and Central Asia region** (ECR), the procurement amount was almost the same as in 2024, at \$125 million. However, its distribution between countries was different. There was a \$20 million increase in Uzbekistan, but a \$9.1 million decrease in Ukraine. Infrastructure procurement almost doubled to \$65 million, making it the top category. Procurement of Equipment and Materials halved to \$17 million.

Procurement carried out by UNOPS headquarters totalled \$33 million, \$11 million less than in 2024. Key subcategories included vehicles, general consultancy services, and ICT services.

Procurement trend by UNOPS region and category, 2025



Strengthening the Jordan-Gaza aid corridor

The humanitarian crisis in Gaza has created an unprecedented need for life-saving supplies, yet the delivery of aid has often been hampered by fragmented logistics and a lack of dedicated transport assets.

Movement of humanitarian goods has largely relied on short-term truck rentals and ad hoc contracting, resulting in frequent operational disruptions, unpredictable costs, and an insufficient fleet capacity to meet the scale of the emergency.

UNOPS operationalized a strategic shift under UN Security Council Resolution 2720, utilizing €6 million in funding to procure a dedicated fleet of dozens of heavy-duty trucks. By establishing owned assets for the Jordan Hashemite Charity Organization and UN entities, UNOPS created a stable, permanent logistics backbone, transforming the humanitarian distribution system. The project achieved:

- More cost-effective long-term transport capacity, reducing reliance on volatile rental markets
- Improved asset utilization across multiple delivery cycles, helping to maintain a steady flow of aid
- Reduced operational disruptions by eliminating the bottlenecks associated with ad hoc contracting.

By strengthening the Jordan-Gaza aid corridor, the humanitarian effort is shifting from a crisis response to a sustained, professional logistics operation designed to save lives.

UNOPS in Gaza



“Ultimately, this isn’t just about logistics; it’s about maintaining a reliable lifeline for 2.2 million civilians, ensuring that even amidst conflict, essential medical care, food and life-saving aid reach those in urgent need.”

Najeh Rishq
Procurement Senior Officer, Jerusalem

Trucks procured to support the Jordan Humanitarian Corridor for Gaza.
© UNOPS/James Clark



Hitting the ground running

The unique operational model UNOPS has developed allows it to adjust its presence according to partners' needs and respond rapidly in fragile and conflict-affected contexts.

During emergencies, the UNOPS surge mechanism allows the rapid global mobilization of specialists who can provide operational support, assess needs and respond to humanitarian emergencies on short notice, thereby supporting UNOPS offices in their efforts to scale up and speed up.

In 2025, surge procurement experts supported teams in a number of different offices, including Cameroon, the Central African Republic, Haiti, Indonesia, Jordan, Kiribati, Mozambique, Panama, Tajikistan and Tunisia, as well as the Peace and Security Cluster.

For example, in Afghanistan, the surge mechanism provided critical procurement support to the Water Emergency Relief Project funded by the World Bank, enabling the rapid delivery of check dams and irrigation infrastructure aiming to address severe water shortages and safeguard the livelihoods of vulnerable rural communities. This support was particularly important in the context of the country's deteriorating economic situation following the Taliban takeover and the ongoing regional instability, which have further strained already fragile rural livelihoods and limited access to water resources.

Using the surge mechanism allowed experts to be mobilized quickly to help deliver critical resources on the ground.

UNOPS delivered over 85 motorcycles, along with safety equipment, to The Gambia's Bureau of Statistics as part of a World Bank-financed project to boost mobility for reliable data collection.
© UNOPS

Leveraging public procurement to develop skills and create jobs

In the context of high unemployment rates, significant labour and skills shortages, and the increasing demand for green skills in emerging sectors, public procurement is a powerful tool. It can foster job creation by encouraging the participation of MSMEs – which are a key source of new jobs – and by requiring suppliers to contribute to local recruitment and skills development.

The UNOPS report *Leveraging public procurement to develop skills and create jobs* demonstrates how public procurement can be used to support more inclusive economic growth. It sets out a practical roadmap to turn everyday government spending into opportunities for people to learn and work.

The publication outlines a step-by-step approach to integrate skills development into procurement processes. It recommends aligning procurement policies with national priorities, focusing on the sectors with the greatest skills shortages and ensuring requirements are realistic for suppliers.

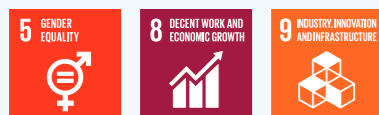
It also shows how skills development can be built into each stage of the procurement cycle. Before tenders are issued, contracting authorities can identify training opportunities. During the tender process, they can evaluate suppliers using criteria that reward them for offering jobs and apprenticeships. After contracts are awarded, suppliers can track and report on training outcomes.

[Find out more](#)

“Public procurement as a powerful but underused tool to address employment challenges related to skills shortages. Governments are among the largest buyers of goods and services – by setting clear requirements, they can encourage suppliers to hire locally, invest in training and create opportunities for people who face barriers to employment.”

Anne-Claire Howard
UNOPS Director of Procurement

[Read the full publication](#)



Rintsiva, a local market seller from Angara in Madagascar's Fitovinany region, where UNOPS is working to improve rural infrastructure and address food insecurity for more than 30,000 households.
© UNOPS/Harzoon Photography



Sustainable and inclusive markets

By leveraging its global supply chain, UNOPS builds local capacity and supports diverse suppliers to create resilient, sustainable and inclusive markets.



A global supply chain

UNOPS relies on suppliers to realize its objectives through procurement and deliver practical solutions for partners and beneficiaries.

Given the organization's significant geographic reach and the diversity of the goods and services it procures, UNOPS manages a large pool of suppliers and complex supply chains. Building a resilient and sustainable supply chain is essential not only to effectively deliver goods and services but also as a catalyst for economic development. Therefore, a priority for UNOPS is building local capacity and supporting diverse suppliers to create sustainable and inclusive markets.

Furthermore, UNOPS collaborates with partners to both diversify its supplier base and enhance the sustainability of procured goods and services. Although the use of the sustainable procurement framework has been mandatory for many UNOPS

procurement activities for over five years, there is still scope for improvement. UNOPS continues to broaden its sustainability focus beyond procurement to encompass its wider supply chain.

UNOPS concluded contracts, or amended existing ones, with 5,810 suppliers from over 170 countries in 2025. Approximately two-thirds of the contract value was with suppliers identifying as MSMEs.

When looking at the contracts concluded in 2025 (excluding amendments), 52.6 per cent of suppliers had been working with UNOPS in the previous two years, while 47.4 per cent were new suppliers.

Based on value, however, 64.1 per cent of contracts went to existing suppliers. This amount was influenced by the proportion of spend under LTAs. In general, more high-value contracts were awarded to existing bidders than low-value contracts.

Just over 70 per cent of the suppliers engaged in 2025 (new and existing) held contracts with a total value that was less than \$50,000, indicating a highly diverse supplier base for lower-value contracts.

Procurement opportunities are advertised on the UN Global Marketplace (UNGM), where suppliers can search for opportunities across a range of UN organizations. UNGM then links to the eSourcing platform, where most UNOPS tenders are conducted. In order to participate in a tender process on eSourcing, and to ultimately sign a contract with UNOPS, suppliers need to be registered on UNGM.

Over 500,000 suppliers are registered on UNGM. Of these, almost 20,000 suppliers were active on the eSourcing platform in 2025, either by expressing interest or submitting a bid on a tender. Almost 18,000 bids were ultimately submitted by more than 6,800 suppliers on tenders with deadlines in 2025.

Through the project, UNOPS is working with the government of Madagascar, with funding from the International Fund for Agricultural Development and the OPEC Fund, to rehabilitate 18 kilometres of roads and construct solar-powered water pumping stations. © UNOPS/Harzoon Photography

Supporting high-complexity healthcare in Chubut

In the city of Trelew, located in the province of Chubut, southern Argentina, the María Humphreys High Complexity Hospital stood as a modern but silent structure without the life-saving technology required to treat patients.

In 2024, UNOPS partnered with the government of Chubut to provide technical assistance and lead a complex, large-scale procurement process to outfit the facility.

The process resulted in savings of 30 per cent of initial budget estimates, funds that could be reinvested to purchase an additional CT scanner and expand the hospital's high-risk care department.

The results of this partnership have been immediate and transformative for families in Trelew and beyond. In November 2025, the delivery of over 200 types of equipment – including x-ray devices, ultrasound scanners, brain function monitors and advanced surgery tables – allowed the hospital to finally open its doors and celebrate its first successful deliveries.

[Find out more](#)



Through this procurement project the María Humphreys Hospital can begin offering high-quality maternal and neonatal care, improving health outcomes for thousands of families.
© Government of Chubut

Global supply and implementation

UNOPS operates a truly global, complex supply chain network characterized by intricate two-way flows of goods, materials and specialized services. This network actively connects diverse regions and continents, supplemented by significant intracontinental supply volumes. The scale and complexity of this highly interconnected model are essential for UNOPS to ensure effective and timely delivery worldwide.

Suppliers from Europe recorded the highest procurement volume of all continents in 2025, reaching \$424 million and eclipsing Asia, which had the largest supply volume in 2024. Only 20.0 per cent of goods and services from European suppliers was destined for project activities in the same continent. Over 50 per cent went to projects in Africa. Health-related procurement accounted for \$129 million of the total, \$71 million of which was from a single supplier. This was followed by \$69 million in the ICT category, of which \$46 million came from a single supplier. European suppliers had the highest average spend, at approximately \$506,000 per supplier. For projects in Europe, 86.6 per cent of procurement was carried out within the continent.

Almost 2,000 suppliers in Asia were engaged in \$415 million worth of procurement in 2025. Over 83 per cent of this was destined for implementation in Asia, with Infrastructure being the top category at \$158 million. Approximately 98 per cent of the infrastructure procurement was for Asian projects, whereas in Health, the category with the second

largest volume, 35.9 per cent of the procurement was for projects in other continents, in particular for activities in Ethiopia and Madagascar.

Over 99 per cent of the \$294 million in goods and services procured from suppliers in Latin America and the Caribbean stayed within the continent, and 97.6 per cent went to projects in the same country as the supplier. Infrastructure was the top category at \$145 million, driven by \$84 million worth of infrastructure-related contracts in Brazil and \$37 million in Panama. Only \$1.3 million worth of goods and services were exported to UNOPS projects in other continents.

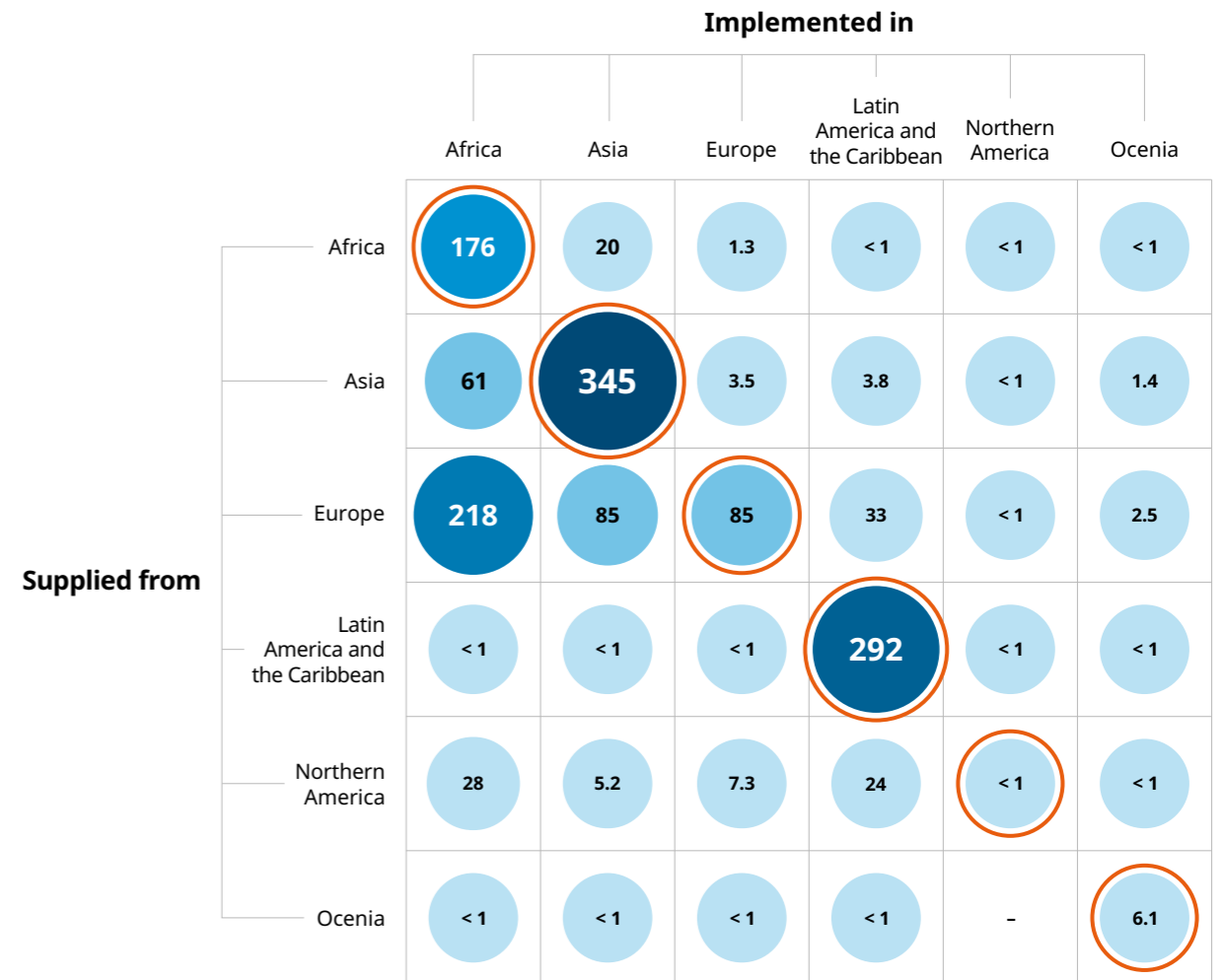
Projects in Africa relied the most on procurement from suppliers outside the continent – only 63.5 per cent came from suppliers within the continent. African suppliers accounted for \$78 million worth of procurement in the Infrastructure category, and \$36 million in Health. Projects in Africa utilized suppliers outside the continent for procurement worth \$87 million in the Health category, \$56 million in the Equipment and Materials category, and \$49 million in ICT.

Procurement from suppliers in Northern America reached \$66 million, of which \$28 million was for projects in Africa. In Oceania, \$6.1 million of the \$7.1 million worth of procurement from continental suppliers stayed in the region.

Global flows of goods and services, 2025

0-50 51-100 101-150 151-200 201-250 251-300 301-350 \$ millions

Internal flow



Procurement from suppliers in 173 countries

In 2025, UNOPS sourced goods and services from suppliers in 173 countries. For 86 of these countries, over half of the procurement value was destined for local projects. Notably, among the 15 countries supplying the largest volume, 8 used the majority of the procured goods and services for local projects, while deliveries from the remaining top suppliers were primarily destined for projects in other countries.

A total of 38 countries each supplied more than \$10 million worth of goods and services to UNOPS, and a further 53 supplied items worth more than \$1 million.

France was the largest country of supply in 2025, with a total procurement volume of \$92 million, 2.4 per cent higher than in 2024. One supplier, an LTA holder in the health sector, accounted for \$71 million of this total. Health procurement from French suppliers totalled \$77 million, approximately the same as in 2024. An additional \$5.1 million worth of Equipment and Materials were procured, as well as \$4.4 million worth of Infrastructure.

Brazil was the second largest supplier country, at \$91 million, almost all of which was destined for local projects. This included contracts worth \$65 million as part of the construction of the Federal University of Latin American Integration. Almost \$84 million of the total procurement amount was in the Infrastructure category.

The third largest supplier country was Denmark, at \$90 million, \$9.1 million less than in 2024. Almost 95 per cent of this was under LTAs. ICT was the top category at \$48 million, a 37.1 per cent increase compared to the previous year. Almost \$45 million of this was with a single LTA holder. An additional \$31 million worth of supplies were procured in the Operations and Administration category, including \$29 million in the logistics subcategory.

Procurement from suppliers in Honduras increased by 49.4 per cent to \$76 million in 2025, \$63 million of which was in the Health category. Most of this was under a project to support the Honduran Social Security Institute.

By contrast, procurement from suppliers in Yemen, an LDC, declined by 16.2 per cent to \$68 million. Infrastructure remained the top category of procurement, at \$32 million, followed by Equipment and Materials, at \$27 million.

Procurement by supplier country, top 15 countries by procurement volume, 2025

Supplier country	\$ millions	Destined for local projects (%)
France	91.9	0.1
Brazil	90.8	99.1
Denmark	89.6	1.2
Honduras	75.6	100.0
Yemen (LDC)	68.1	100.0
United Arab Emirates	53.6	0.0
Ukraine	48.3	99.7
Panama	47.0	99.7
Uzbekistan (LLDC)	43.4	99.7
United States of America	39.2	1.6
India	38.2	5.4
Tunisia	37.0	97.5
Gibraltar	34.3	0.0
Afghanistan (LDC) (LLDC)	32.6	100.0
Jordan	29.2	44.9
UNOPS total	1,404.5	52.8

Reviving the Niemeyer campus

In the border region of Foz do Iguaçu, where Argentina, Brazil and Paraguay meet, a symbol of regional cooperation stood frozen in time. The Federal University of Latin American Integration (UNILA) was designed by renowned architect Oscar Niemeyer as a hub for students across 36 nationalities, including refugees, migrants and indigenous students. However, it remains incomplete after construction halted for over a decade.

With \$153 million in funding from Itaipu Binacional, in partnership with the government of Brazil, UNOPS will complete the facility's construction, prioritizing environmental protection, sustainability and inclusivity throughout planning, procurement and contract implementation.

Following a comprehensive assessment of existing structures, UNOPS consulted 77 academic community representatives. This resulted in over 90 recommendations – such as improved lighting, dedicated spaces for mothers, and community gardens – being incorporated into the final design for a safer, more inclusive and user-centred campus.

The design also incorporates a suite of sustainability-driven technical specifications, including energy-efficient equipment and LED lighting, certified timber, and water-efficient fixtures to reduce consumption of resources.

In late 2024, UNOPS launched open competitive tenders for the project, seeking a construction firm and a contractor to provide technical supervision services. Both tenders had requirements related to gender, diversity and inclusion.

Bidders committed to train, hire and retain a workforce including people from priority groups – such as women, LGBTIQ+ people, persons with disabilities, youth, migrants, refugees, and formerly incarcerated individuals – who were to comprise 15 per cent of the workforce at all levels. All construction site employees and subcontractors received mandatory training in protection from sexual exploitation, abuse and harassment (PSEAH).



Testing of the virtual reality technology used for training in health, safety, security and environmental protection.
© UNOPS/Aline Czezacki



Given the campus's proximity to the Itaipu Biological Reserve and the Piracema Canal, the project is taking robust environmental protection measures. The tender required strict noise and vibration control to minimize disturbance. Furthermore, permanent ecological corridors were established with Itaipu Binacional's support.

CO₂ emissions will be closely monitored throughout construction. A comprehensive waste management programme will ensure licensed recycling and disposal operators handle segregation, traceability, and final processing.

Periodic compliance reviews will ensure contractors adhere to requirements. In the first 6 months of construction, over 50 people from priority groups were employed, generating over 5,000 labour days. More than 1,000 individuals received training in PSEAH and gender equity, diversity, and inclusion. Furthermore, virtual reality technology is being used to provide training in health, safety, security and environmental protection.

Contracts worth a combined \$122 million were awarded to 2 joint venture consortia in May 2025. Approximately half of this amount is reflected in the 2025 procurement statistics. Works began shortly thereafter and are expected to be completed progressively in 2026 and 2027.

With a built area of over 94,000 square metres, the university will help advance public higher education in Brazil and across Latin America and the Caribbean.

[Find out more](#)



UNOPS frequently operates in highly challenging settings, including least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing states (SIDS). To support project execution in these areas, UNOPS aims to engage local suppliers whenever feasible.

UNOPS procured \$234 million worth of goods and services from 42 LDCs in 2025. Of this, 97.5 per cent were delivered within the same country.

\$234 m

from suppliers in least developed countries – 16.6 per cent of total

\$122 m

from suppliers in landlocked developing countries – 8.7 per cent of total

\$22 m

from suppliers in small island developing states – 1.6 per cent of total

After Yemen, Afghanistan was the LDC with the second largest supply volume. Procurement from suppliers in Afghanistan was down by \$69 million compared to 2024, returning to a level similar to that in 2022. Infrastructure procurement totalled \$26 million, 1.7 per cent lower than in 2024. Almost three quarters of the procurement implemented in Afghanistan was from local suppliers.

Procurement from suppliers in Mozambique, an LDC as well, halved to \$19 million, of which \$16 million was in the Infrastructure category.

On the other hand, procurement from suppliers in Somalia grew from \$6.1 million in 2024 to \$16 million in 2025, primarily due to an increase in Infrastructure-related procurement. There was also a nearly threefold increase in procurement from suppliers in Madagascar.

Procurement from suppliers across 29 LLDCs totalled \$122 million. This was down from \$210 million in the previous year, principally due to decreased procurement from suppliers in Afghanistan.

Among LLDCs, Uzbekistan was a standout, with procurement from suppliers there nearly quadrupling from \$12 million in 2024 to \$43 million in 2025. This was two thirds of the total \$65 million implemented in the country. Local suppliers were particularly engaged in the Infrastructure category.

Goods and services worth \$22 million were procured from suppliers in SIDS, up from \$17 million in 2024. The top supplier country was Haiti, with a total of \$12 million, an increase of 40.4 per cent compared to 2024.

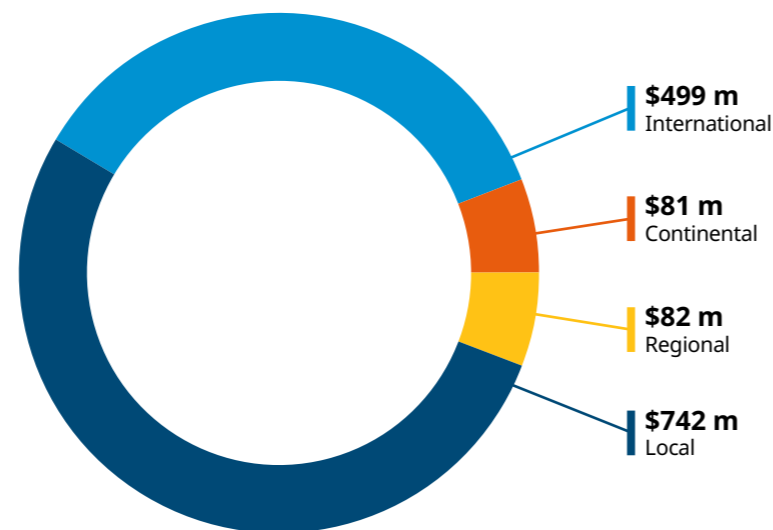
There was also substantial growth in procurement from suppliers in Papua New Guinea – up from \$1.1 million in 2024 to \$4.8 million in 2025, primarily in the Infrastructure category.

Procurement by supplier country, top 15 LDCs, LLDCs and SIDS by procurement volume, 2025

Supplier country	\$ millions	Destined for local projects (%)
Yemen (LDC)	68.1	100.0
Uzbekistan (LLDC)	43.4	99.7
Afghanistan (LDC) (LLDC)	32.6	100.0
Mozambique (LDC)	19.2	99.2
Somalia (LDC)	15.8	100.0
Madagascar (LDC)	14.7	99.1
Ethiopia (LDC) (LLDC)	13.5	93.7
Haiti (LDC) (SIDS)	11.9	100.0
Central African Republic (LDC) (LLDC)	8.8	97.1
Myanmar (LDC)	8.7	99.8
Democratic Republic of the Congo (LDC)	7.2	99.8
Lao People's Democratic Republic (LDC) (LLDC)	6.2	97.2
Papua New Guinea (SIDS)	4.8	88.8
Sudan (LDC)	4.2	90.8
Guinea (LDC)	3.1	100.0
Total from LDCs, LLDCs and SIDS	290.8	96.2

52.8 per cent sourced from local suppliers

Location of supplier relative to country of implementation, 2025



Developing a local supply base serves multiple purposes: it contributes to the economic growth of the countries where UNOPS operates and supports sustainability, notably by reducing emissions linked to transport.

In 2025, the proportion of procurement sourced from suppliers registered in the same country as the projects increased to 52.8 per cent, from 46.2 per cent in 2024. This translated to \$742 million in procurement, over half of which

was in the Infrastructure category. Infrastructure was the category with the largest proportion of local procurement, at 89.5 per cent, followed by Equipment and Materials at 50.9 per cent. In contrast, only 24.8 per cent of ICT-related goods and services were sourced from local suppliers, while 67.4 per cent were sourced internationally.

In some cases, the supplier might be registered locally while being a subsidiary of an organization based elsewhere, or the manufacturing of goods may occur in another location.

The [UNOPS results framework, 2026-2029](#) outlines nine impact principles that guide project design for effective implementation, the achievement of UN objectives, decision-making for the benefit of people and institutions, and the advancement of partnerships and solutions. One of these principles is building the capacity of suppliers and implementing partners. To measure progress against this principle, UNOPS is identifying the share of its suppliers engaged in capacity development activities. The organization has set a target of 33 per cent by 2029 against a baseline of 27 per cent in 2024, which remained stable in 2025.

Proactive steps are being taken to systematically measure how well activities are aligning with this indicator, such as tracking the number of initiatives and the amount of suppliers whose capacity has been developed. More generally, UNOPS is continuing to improve the monitoring of supplier diversity in the supply chain. Organizational efforts are also underway to enhance diversity and build capacity, including the development of internal guidance on disability inclusion in procurement.

Data submitted by suppliers on UNGM allows UNOPS to check the size of the suppliers participating in its tenders and evaluate suppliers identifying as women-owned. This information is available to procurement teams to help identify relevant diverse suppliers that procurement opportunities could be shared with.

More than 2,300 suppliers identifying as women-owned participated in at least a single online tender process via the eSourcing system in 2025. This led to contracts worth at least \$43 million being awarded to a portion of them via eSourcing. UNOPS verified suppliers' ownership status for \$30 million worth of these contracts.

27%

of suppliers engaged in capacity development activities

\$30 m

in contracts to verified women-owned businesses

Early market engagement for innovation, efficiency and sustainability

To enhance outcomes for beneficiaries and increase the competitiveness of its procurement processes – in terms of both technical quality and financial viability – UNOPS actively works to promote the participation of diverse suppliers in its tenders.

Traditionally, procurement begins at the tender stage, which often leads to missed opportunities for innovation or results in bids that fail to meet complex sustainability requirements. To solve this, UNOPS is championing early market engagement initiatives – organized, transparent interactions between buyers and prospective suppliers that occur before a tender is issued. This innovation allows public entities to go from being passive buyers to active market shapers, which in turn helps UNOPS to identify sustainability risks and discover cutting-edge solutions before a single dollar is spent.

The implementation of early market engagement initiatives across UNOPS-supported projects has proven to be a powerful tool for the achievement of the Sustainable Development Goals. By engaging the market early, practitioners can identify circular economy products and low-carbon technologies that were previously unknown to the buyer, identify potential supply chain disruptions, and address market limitations during the planning phase, using open, documented processes to eliminate the risk of perceived corruption and ensuring a level playing field for all suppliers.

Early market engagement initiatives encompass a range of actions, from market analyses and outreach programmes for specific procurement activities to broader efforts implemented during a project or in a particular location. To complement this, initiatives are developed to build the capacity of specific supplier groups. Supporting prospective and existing suppliers with tools and resources to build their capacity helps them thrive and unlocks their potential to do business with UNOPS.

In 2025, UNOPS released the report **Early Market Engagement for Innovation, Efficiency and Sustainability.**



This report provides a roadmap for governments and partners to adapt their procurement strategies to modern challenges. By aligning public demand with market capacity, early market engagement ensures that procurement delivers true value for money – not just in terms of price, but in long-term benefits for people and the planet. As UNOPS rolls out this framework globally, early market engagement is set to become the standard for the development of high-impact, resilient business ecosystems.

Building capacity through early market engagement

A range of resources for suppliers

To support suppliers, UNOPS maintains a comprehensive range of online resources in the [Supplier Resource Centre](#). This section of the UNOPS website provides essential guidance for both potential and existing suppliers. It presents details of UNOPS procurement processes, offers information on how to bid through eSourcing and outlines sustainable procurement criteria. By offering these resources, UNOPS helps suppliers submit high-quality bids and, consequently, expands the pool of qualified suppliers available to partner with the organization.

One such resource is a free online course about working with UNOPS, which covers the process of submitting tender proposals. It is available in English, French and Spanish and is open to all suppliers, but is especially intended to build the capacity of diverse suppliers that may not be familiar with public procurement processes. Over 177 supplier representatives completed the 'Doing business with UNOPS' online course in 2025, bringing the total number of users who have completed the course since its launch to over 2,300.

Building capacity of diverse suppliers

UNOPS helps strengthen the capacity of local suppliers through online or in-person workshops known as UNOPS Possibilities (UP) Forums. These forums may be related to a specific procurement activity or to general market outreach in a particular location. They often focus on MSMEs and under-represented business owners such as women and persons with disabilities, allowing UNOPS to build a more diverse supplier base.

UNOPS organized a series of supplier events in 2025, including a UP Forum in Pakistan, the Business, Equality and Human Rights Forum in Honduras, and open house market engagement events in Costa Rica. Guatemala hosted two technical tables to encourage transparency and dialogue with suppliers, with one specifically dedicated to sustainability. Additionally, UNOPS led an online event in Argentina focused on private sector activism for a world without violence. These are just some of the numerous supplier capacity building events UNOPS successfully managed throughout the year, engaging over 800 participants altogether.

Local and international supplier events

UNOPS organizes and participates in events designed to make suppliers aware of its forthcoming procurement activities.

The type of event depends on the nature of the procurement activity. Some events are specific to a project or office and organized locally. Others are held jointly with other UN organizations and government institutional organizations. In 2025, UNOPS participated in 3 International Procurement Seminars, also known as Multi-Agency Business Seminars, involving approximately 350 suppliers. These seminars provided an opportunity for suppliers to meet UNOPS representatives, to hear about UNOPS procurement needs, and to listen to topical panel discussions involving various UN organizations.

Spreading the word about opportunities

UNOPS uses a variety of channels to communicate about its anticipated procurement needs.

A summary of upcoming procurement opportunities from the corporate procurement plan is published through the [Supplier Resource Centre](#) to give suppliers early insight into the activities UNOPS intends to initiate.

Procurement opportunities are then advertised through [UNGM](#) and relevant local channels. Almost 1,900 opportunities were published on UNGM in 2025. This included 76 sourcing activities to seek expressions of interest or information prior to launching a tender.

Pre-bid meetings give potential suppliers the chance to learn about UNOPS needs prior to submitting a bid. Opportunities to hold such meetings are often promoted through UNGM and local communication channels, as well as being posted online. Of the 1,585 open competition tenders posted on eSourcing in 2025, 20.8 per cent conducted a pre-bid meeting.

Screening suppliers for sustainability

Restocking medicines at a government chest clinic, Nigeria © Stop TB Partnership/ Ashley Gilbertson

UNOPS has developed a supplier sustainability screening process as a key part of its **sustainable procurement framework**. The Delivering Responsibility in Vendor Engagement (DRiVE) programme provides a data-driven approach to supplier sustainability that allows UNOPS to have a better understanding of how suppliers manage their impact on sustainability-related issues. Rooted in the **UN Supplier Code of Conduct**, it assesses supplier sustainability across 10 areas, including human rights, labour standards, equal opportunity, management systems, environmental protection, and health and safety.

In 2025, the DRiVE supplier sustainability questionnaire was used to screen over 5,500 bidders. This screening was conducted for more than 73 per cent of the tenders finalized that year.

In 2025, 81.7 per cent of the suppliers awarded a tender through eSourcing were screened for supplier sustainability, exceeding the 80 per cent target that was set as part of the UNOPS expanded results framework, 2022-2025. This successful integration of sustainability screening into UNOPS procurement processes, particularly through eSourcing, presents an opportunity to further enhance due diligence related to ethics and human rights.

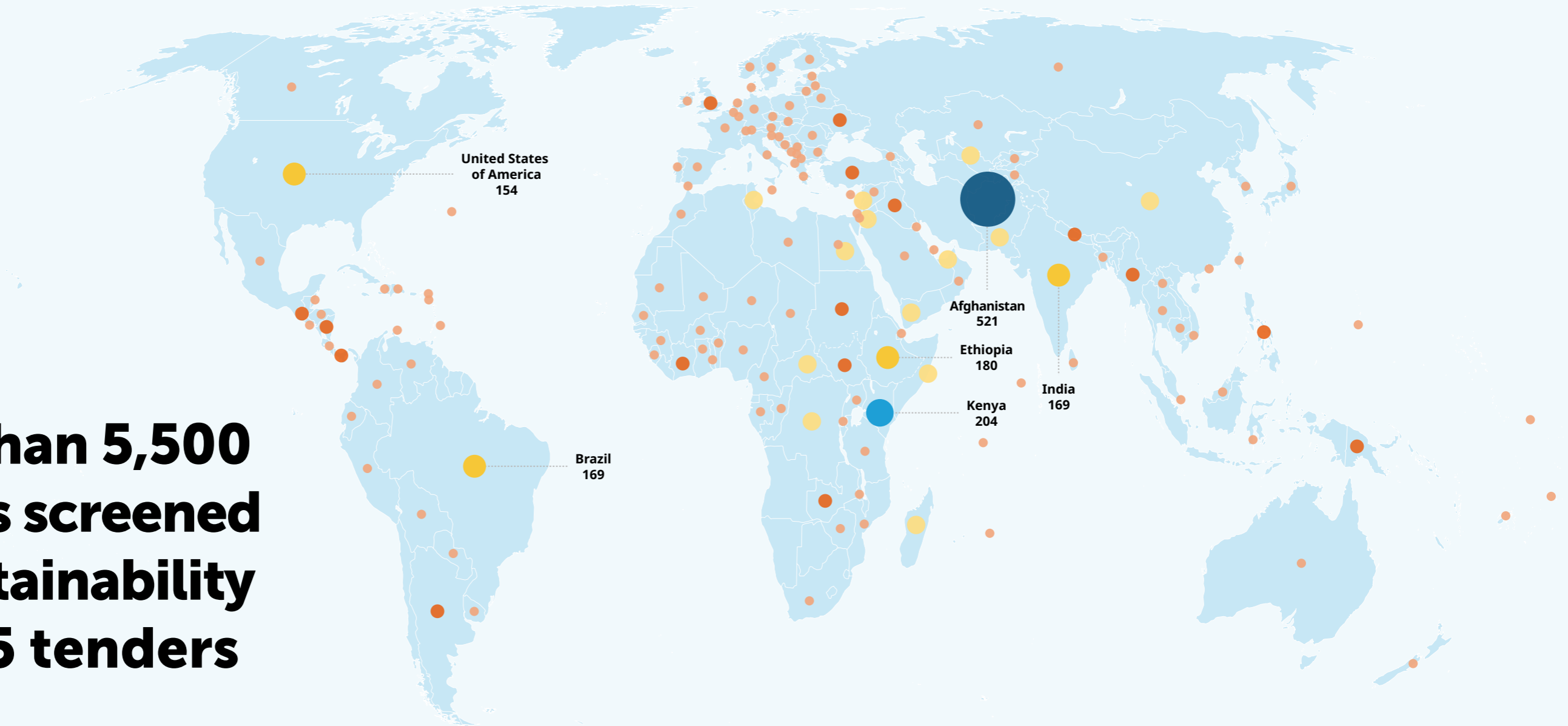
As part of the DRiVE programme, 16 specifically identified supplier inspections and 11 desktop verifications were carried out in 2025 to validate the information submitted via the DRiVE supplier sustainability questionnaire. This includes the first virtual supplier inspection successfully completed in collaboration with the International Labour Organization (ILO).

UNOPS issued 21 corrective and preventive action plans (CAPA) covering 496 observations in 2025. A total of 23 suppliers made 86 voluntary improvements under CAPA. Some of the improvements made by suppliers include: implementation of a comprehensive anti-discrimination training course and integration of measurable diversity benchmarks into a formal gender equality and inclusion policy to ensure fair representation; finalization of a robust risk assessment and policy framework to prevent sexual exploitation, abuse and harassment; and strengthening of grievance mechanisms through the provision of clear, accessible pathways for anonymous reporting.

In 2025, UNOPS started developing a dedicated DRiVE system module as part of its Process Innovation and Digitalization Programme. This module aims to centralize the management of the entire DRiVE process cycle, from supplier screening and the identification of high-risk suppliers to risk mitigation, automated corrective and preventive action plans, and sustainability performance reviews. These developments will facilitate data collection, management, and oversight, significantly boosting the visibility of supplier sustainability issues for UNOPS personnel and increasing engagement with suppliers.



More than 5,500 bidders screened for sustainability in 2025 tenders



81.7%

of suppliers awarded
through eSourcing
underwent sustainability
screening in 2025

Number of suppliers screened for sustainability through DRiVE, by supplier country, 2025



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.

Coffee harvesting in the coffee fields where “Café de Mujeres Brisas” is produced — Copán, Honduras. © UNOPS

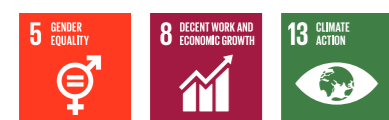


 HONDURAS

Women sowing resilience: transforming agricultural supply chains

MSMEs represent more than 95 per cent of enterprises and 65 per cent to 80 per cent of employment in Central America and the Caribbean;¹ however, they are highly vulnerable to climate risks and lack financial protection mechanisms and resilience strategies. In Honduras, climate events have led to average annual losses equivalent to 6.3 per cent of the country’s GDP,² particularly affecting the coffee sector in the western region.

1. [SME Finance Forum, ‘MSME Economic Indicators’](#)
2. [International Monetary Fund, ‘Press Release No 23/219’](#)



In 2025, UNOPS launched a pilot project to address resilience, inclusion and climate finance criteria with MSMEs through the expansion of its DRiVE supplier sustainability screening programme. The pilot focused on the coffee sector, with a particular emphasis on businesses led by women. The initiative sought to integrate social inclusion with climate action to boost the competitiveness of female coffee producers, facilitate their access to markets, and develop scalable, inclusive climate financing strategies.

The pilot worked with 30 women-led coffee MSMEs in western Honduras, including some of the country’s top coffee producers. The other participants were family-run farms smaller than 5 hectares, operating at altitudes of 1,000 to 1,800 metres above sea level, with typical annual incomes between \$1,000 and \$10,000.

Field interviews and data collection were conducted in order to validate the new DRiVE+ Agro tool, which enables the assessment of climate exposure and vulnerability, adaptive capacity, gender gaps, and interest in climate financial products, generating actionable information for enterprises, financial institutions, and decision makers.

Through the pilot, UNOPS generated high-quality evidence of the structural barriers and climate vulnerabilities that rural producers face. Patterns of climate exposure, impacts on production, and structural barriers limiting the growth of women coffee producers were identified, guiding interventions and financing.

UNOPS provided maturity maps and tailored recommendations for each enterprise involved,

alongside technical guidance notes that will help producers implement corrective and preventive action plans. Furthermore, an interactive results dashboard was developed, allowing financial institutions, insurers, and decision makers to visualize climate exposure and adaptive capacity within the supply chain.

The results of the pilot helped UNOPS develop a new category of climate risk and resilience to add to the DRiVE programme and scale up to cover more crops and locations.

The pilot has strengthened the organization’s capacity to identify and manage climate risks in its supply chains and to integrate climate risk as a structural axis of sustainable procurement.

UNOPS in Honduras

While supplier sustainability screening and background checks are conducted prior to issuing a contract, UNOPS also conducts supplier performance monitoring and evaluation on an ongoing basis.

Supplier performance evaluations are routinely completed post-delivery for most procurement activities valued above \$50,000. The evaluation covers the following key elements:

- Timeliness of delivery of goods, services or works
- Quality of goods, services or works delivered in accordance with the contract
- Effectiveness and timeliness of communication and handling of documents
- Demonstrated commitment to sustainability (social, environmental and economic) and/or innovation
- Compliance with other contractual terms and conditions

Over 4,500 supplier performance evaluations related to procurement transactions were completed in 2025. In 94.0 per cent of cases, performance was found to be satisfactory – an increase compared to 2024 – while in 1.5 per cent of cases, suppliers exceeded expectations.

In 4.5 per cent of the evaluations, supplier performance was rated either unsatisfactory or partially unsatisfactory. The main reasons for unsatisfactory performance were untimely delivery and inadequate communication.

UNOPS has robust procedures to deal with suppliers that are found to have engaged or attempted to engage in proscribed practices in connection with UNOPS activities, including possible sanctions. In 2025, the UNOPS Internal Investigation and Audit Group referred 56 cases to the Vendor Review Committee. In the same year, the committee reviewed 35 cases referred from the previous year. The committee recommended sanctions of ineligibility or temporary debarment or letters of censure to 47 suppliers. Information about sanctioned suppliers is communicated to UN organizations through the ineligibility lists hosted by UNGM. [Find out more about vendor sanctions.](#)

4,531
supplier performance
evaluations completed

95.5%
of supplier performance
evaluations indicated
satisfactory performance
or performance exceeding
expectations

47
suppliers debarred
by UNOPS

Milana is a 7th grade student at Vyshhorod Lyceum in Ukraine. With the support of UNOPS and the European Union, Vyshhorod Lyceum is 1 of over 70 schools in Ukraine being repaired, offering a beacon of hope amid the ongoing challenges. © UNOPS

Future-ready procurement

UNOPS continuously improves its procurement policies, processes, systems and human capital, while helping our partners create their own efficient, sustainable and resilient procurement systems.



Optimizing procurement for impact

Procurement's transformative power extends beyond the acquisition of goods and services; it is a strategic mechanism that dictates how resilient, efficient and effective an organization is in achieving sustainable development objectives. In an increasingly complex and turbulent global environment, ensuring that procurement processes are optimized for future challenges is paramount.

UNOPS continually strives to enhance its internal operational excellence. This commitment entails optimizing the use of resources by increasing efficiency and transparency, preventing losses due to fraud and corruption, and improving effectiveness through choices that support sustainable, resilient, and inclusive development. Through continual investments in its systems, data, policies, and personnel capacity, as well as the targeted adoption of technology such as artificial intelligence (AI), UNOPS ensures it can deliver maximum value for its beneficiaries and the investments made by its partners.

Critically, this internal effort is mirrored in the organization's external role with its global partners. UNOPS collaborates to improve its partners' procurement methods, assisting them in enhancing the efficiency, transparency and value for money of their public procurement institutions. This support, whether provided through dedicated advisory services, targeted training, or comprehensive assessments, leads to greater national impact and improved public services for citizens.

"The repairs give me, and I hope others too, a sense of hope for the future. We are one step closer to normality, closer to the way things used to be" says Alla Zub, a head teacher from Ukraine, showing the repairs to her school's building. © UNOPS

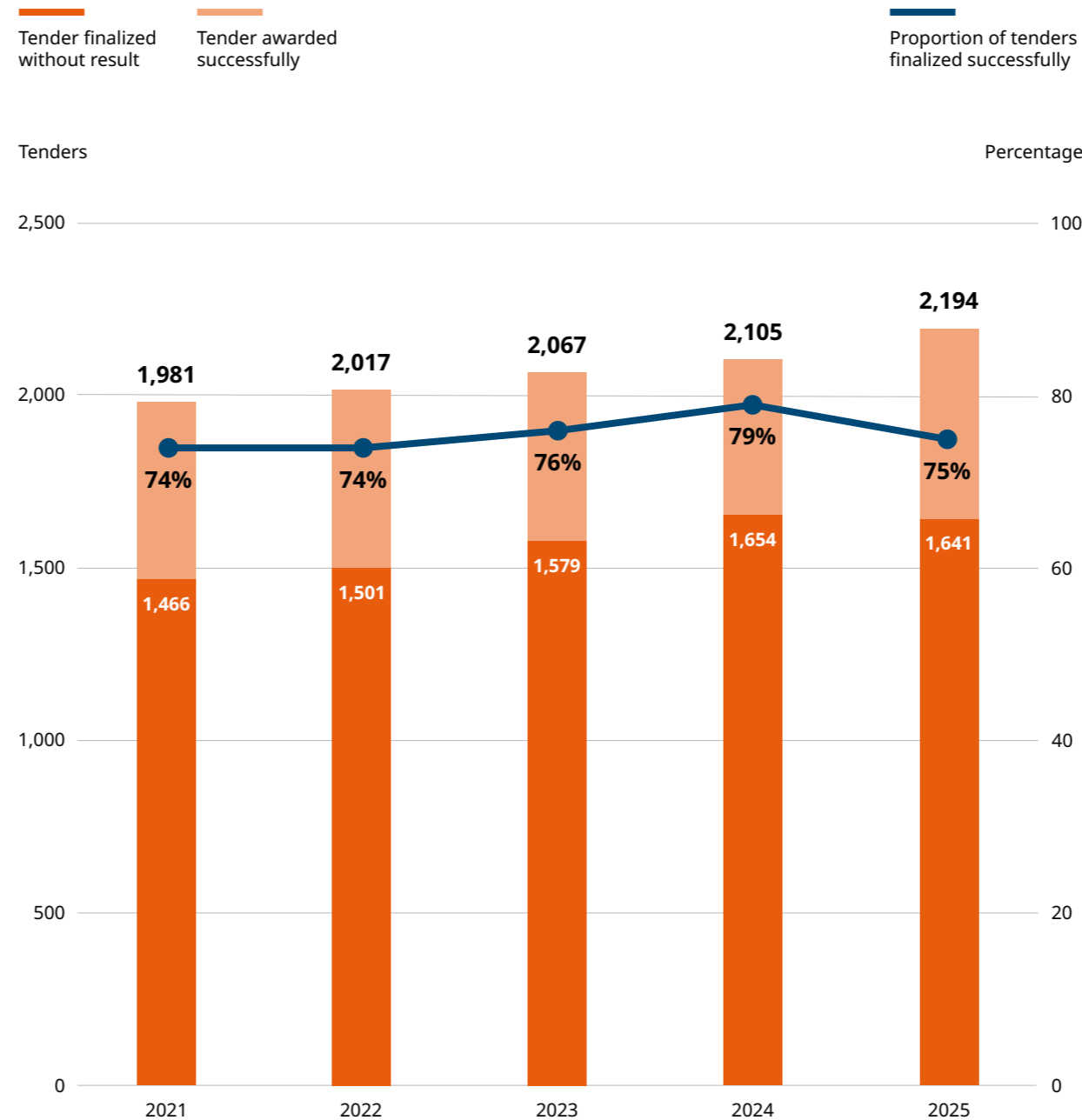
The eSourcing platform has facilitated UNOPS online procurement opportunities since 2018. The platform was designed and is managed in-house to cater for the specific requirements of UNOPS and its partners. Over 18,000 tenders have been posted on the platform since it was developed, with many thousands of suppliers viewing and participating in tenders every year.

The platform handles different types of procurement opportunities – from early market engagement, such as expressions of interest, through to tenders UNOPS issues with the intention of entering into a contract.

While eSourcing is primarily used when UNOPS buys for partners, the platform can also be used when it helps partners buy. This lets UNOPS conduct full tender processes in accordance with the organization’s policies and procedures, and benefit from its e-tendering platform, while allowing the final contract to be signed and managed directly by its partners.

In 2025, almost 2,150 solicitation tenders were launched via eSourcing. Of these, 73.8 per cent were conducted under open competition (72.4 per cent in 2024), while 12.8 per cent were under limited competition (15.5 per cent in 2024) and 13.5 per cent were used to solicit proposals under direct contracting (12.1 per cent in 2024).

Number of tenders awarded successfully as a proportion of all tenders concluded, 2021 to 2025



2,149

tenders posted via eSourcing in 2025

73.8%

conducted under open competition

19,826

active suppliers on eSourcing

17,986

bids submitted to tenders

The proportion of open or limited competition tenders conducted under the request for quotation (RFQ) solicitation method increased in 2025 – from 64.8 per cent to 70.9 per cent. This can be explained in part by the maximum value threshold for RFQs being increased from \$50,000 to \$250,000. There were 419 (22.5 per cent) invitations to bid and 122 (6.6 per cent) requests for proposals.

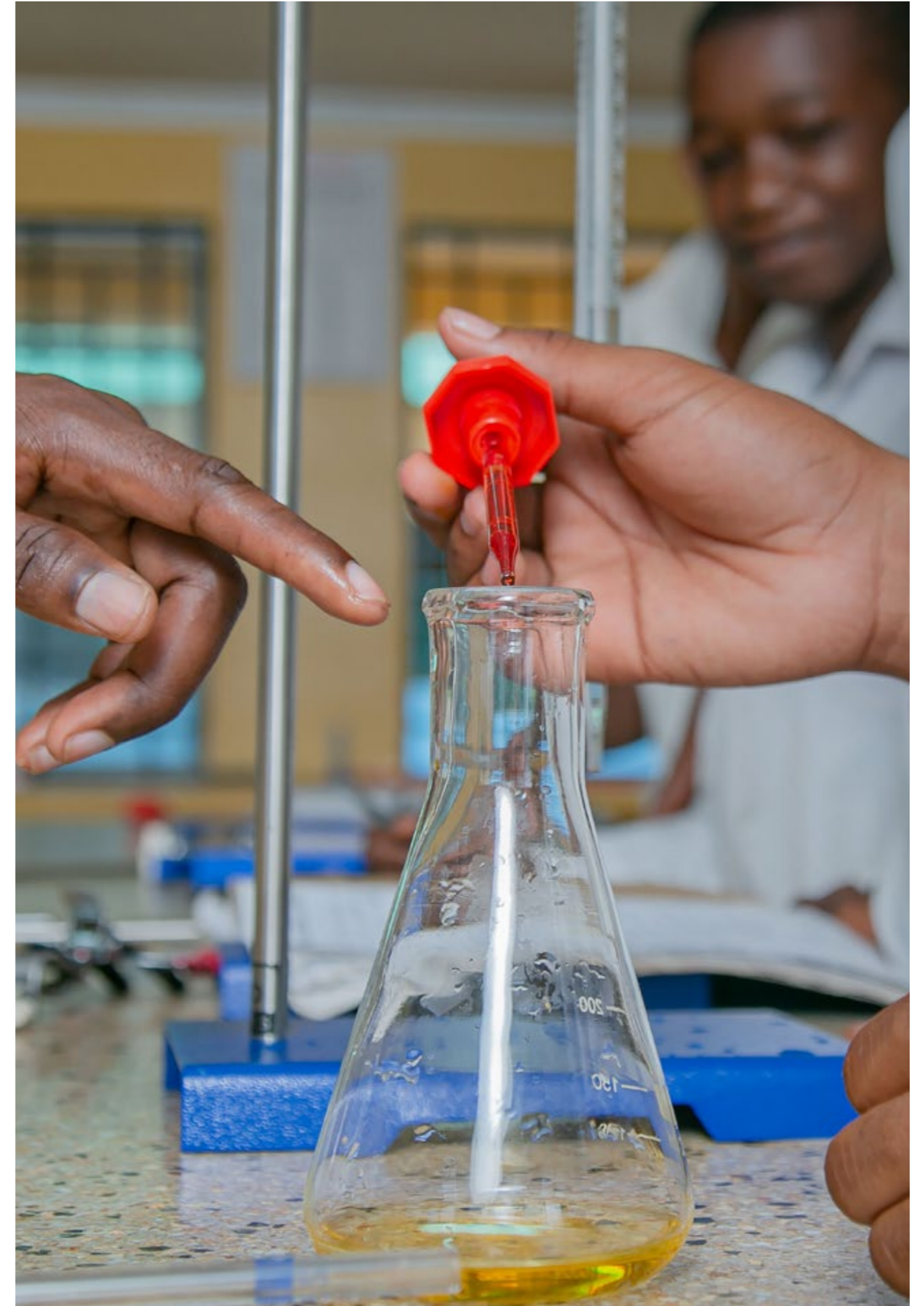
Of the almost 20,000 bidders active on eSourcing in 2025, more than 6,800 ultimately submitted almost 18,000 bids. For open competition tenders that were awarded in 2025, the median number of bidders was seven.

In the event of there being fewer than three compliant bidders in a tender process, procurement teams are required to conduct additional reasonableness of cost checks. In 2025, of the tenders awarded under limited or open competition (except cases of secondary bidding under LTAs), 61.4 per cent had three or more compliant bidders in the tender – up from 58.6 per cent in 2024.

Of the tender processes completed in 2025, 74.9 per cent resulted in the award of a contract – slightly lower than the 78.7 per cent achieved in 2024. A total of 2,535 contracts worth \$938 million were awarded (some tenders may result in multiple contracts) – up from \$762 million in 2024. There are a number of reasons why tenders may not be finalized, including not receiving sufficient or adequate bids, changes in project or tender requirements, and bids exceeding initial estimates and budgets. Monitoring and understanding the reasons for tenders not being finalized helps UNOPS improve its future tenders.

Of the tenders that were awarded successfully, 71.8 per cent met the UNOPS key performance indicators (KPI) for contract award timeliness, down from 76.6 per cent in 2024. This decline can be explained in part by an increased number of more complex RFQs due to the change in value thresholds; RFQs have a higher benchmark for timely completion.

UNOPS partnered with KOICA to construct science labs and procure equipment for 10 secondary schools in Zanzibar. Each multi-purpose laboratory can accommodate up to 40 students at a time and is adequately equipped for physics, chemistry and biology experiments. © UNOPS/Moshi J. Lukindo



Systematic sustainable procurement

The incorporation of sustainability considerations in tenders has been mandatory for the majority of UNOPS procurement processes since 2020. The **sustainable procurement framework** sets out policy requirements, strategies and practical guidance for the implementation of sustainable procurement in UNOPS. Parts one and two of the framework define sustainability requirements, such as the use of sustainable procurement criteria, based on the nature of the procurement process.

In 2025, of the 2,194 finalized tenders, 57.9 per cent were subject to the mandatory policy requirements of the framework. Ultimately, 65.5 per cent of the finalized tenders ended up incorporating sustainable procurement criteria, a slight increase compared to the previous year. This illustrates how, in many tenders, UNOPS has been able to work with its partners to go beyond the minimum sustainability policy requirements.

The top three **sustainable procurement indicators** selected were: gender issues (included in 793 finalized tenders with \$448 million in awarded contracts); human rights and labour issues (406 finalized tenders with contracts worth \$269 million); and sustainable resource use (265 finalized tenders with \$46 million in awarded contracts).

New schools in Indigenous and Quilombola communities across Brazil are opening pathways for education and opportunities for youth living far from urban centres. © UNOPS

The framework also includes products that should not be purchased given their potential to significantly impact the environment or public health. These include single-use plastics (excluding certain health products), incandescent or fluorescent light bulbs, tobacco products and diesel generators. A waiver can be sought where the purchase of these products is deemed necessary for successful project delivery.

As previously mentioned, \$32 million was spent on electricity generators in 2025; however, \$24 million of this amount, or 74.5 per cent, was used for solar generators. Nevertheless, diesel generators were still required in some scenarios. UNOPS continues to engage with partners and suppliers to promote sustainable solutions for electricity generation.

UNOPS endeavours to keep moving beyond only applying sustainability principles to a portion of procurement activities to making procurement sustainable by nature. This entails adopting approaches such as life-cycle costing or total cost of ownership, ensuring its partners can account for financial, environmental and social costs and benefits over the lifetime of the procured assets.



65%
share of finalized tenders that included sustainability criteria in 2025

793
tenders finalized that included gender-related sustainable procurement criteria

58%
proportion of tenders subject to mandatory sustainability requirements in 2025

Green procurement for Quito's high-altitude transit system

Ecuador's capital Quito is characterized by its high altitude and steep slopes. As such, its public transit is a lifeline. However, the city's ageing trolleybus fleet relied on inefficient diesel and hybrid engines that struggled at altitude, and the fleet was responsible for 31 per cent of the city's fine particulate matter (especially PM2.5) pollution.

UNOPS transformed the way the Municipal Public Passenger Transport Company modernized its fleet by integrating life-cycle costing into the heart of the international competitive bidding process. Rather than just selecting the bid with the lowest upfront cost, expenses associated with long-term energy consumption, battery longevity and specialized maintenance required for Quito's unique topography were accounted for. This technical rigour allowed the city to move towards a 100 per cent electric, high-capacity fleet.

The new buses were delivered in 2025, with the process yielding benefits on multiple fronts. Financial savings amounted to 11.5 per cent (\$3.5 million) of the initial budget estimates and were used to purchase 10 additional electric trolley-buses. The new fleet will reduce CO₂ emissions by an estimated 8,640 tonnes per year. The buses were also made to ensure safer journeys for all by including multiple security cameras in each bus and prioritizing gender-inclusive design.

By maximizing the use of public funds, UNOPS is not just modernizing transit, but strengthening a critical lifeline and ensuring a secure future for the people of Quito.

[Find out more](#)



The project included the acquisition of 60 trolleybuses, as well as improvements to facilities and equipment, training, and capacity building. © Municipality of Quito

Climate action through procurement

The goods and services UNOPS purchases significantly influence the organization's carbon footprint. Procurement operations have a key role in driving down the greenhouse gas emissions of not only UNOPS internal operations, but also of the work it does on behalf of its partners.

In 2023, UNOPS announced its **climate commitments** to reduce emissions and account for indirect (scope 3) emissions, including throughout its supply chain. Building on these commitments, in 2025, UNOPS **launched its Climate Strategy (2025-2029)**, which includes pledges to reduce corporate emissions by 45 per cent by 2030 and reach net-zero before 2050, while accounting for value chain emissions and strengthening climate resilience across operations and projects.

As part of the strategy development process, a **methodology** was established to determine which emissions can be considered significant enough to be reported and subsequently managed in the full UNOPS value chain. Consequently, in 2025, UNOPS released its first comprehensive public **scope 3 greenhouse gas emissions report**. The report showed that UNOPS value chain emissions dominate its global carbon footprint. Efforts continue to improve the estimation methodologies, but the report provides a solid foundation to guide the organization's work on value chain emissions and build an action plan for identified areas of improvement.

In addition to estimating emissions, the climate strategy for procurement focuses on capacity building and supplier engagement, as well as the development of resources, guidelines, and requirements for goods and services, taking a category management approach.

One such example falls in the ICT category. UNOPS has developed the GREEN ICT procurement guidance to promote climate-friendly purchasing by prioritizing products with TCO or EPEAT Climate+ certifications. This initiative aims to reduce the environmental footprint of UNOPS ICT purchases while raising awareness of the environmental impact of the ICT industry. It follows the organization's decision to **join the Circular & Fair ICT Pact**, which aims to accelerate sustainability in the ICT sector.

In 2025, \$63 million of the total \$96 million worth of ICT equipment procured was in categories eligible for EPEAT or TCO certification. Of this, approximately 30 per cent met the strict GREEN ICT criteria. A further 46 per cent achieved standard EPEAT certification.

45%
corporate emissions
reduction target by 2030





By implementing this guidance, UNOPS has achieved a reduction of approximately 6,000 tonnes of carbon dioxide equivalent (tCO₂e) in greenhouse gas emissions. Furthermore, these efforts successfully diverted approximately 893 tonnes of solid waste and avoided generating over 2.3 tonnes of hazardous waste.

To build capacity and develop resources internally, UNOPS has created the procurement and climate taskforce. The taskforce takes a decentralized approach, engaging specialists globally to develop decarbonization and resilience strategies. It will also translate climate principles into feasible requirements, evaluation criteria and contract management practices that teams can apply across the procurement cycle.

In addition, more than 100 colleagues across 7 offices in the Africa and Latin America and the Caribbean regions participated in climate and procurement training in 2025. These engagements provided an opportunity to gather feedback on practical needs from field colleagues, while the scope 3 materiality work carried out during the sessions strengthened the organization's readiness to map value chains and focus action where it matters most.

Suppliers will be key partners in delivering on UNOPS climate commitments. As outlined in the strategy, UNOPS will engage suppliers through four approaches: collaboration, close support, development and monitoring. By 2030, UNOPS expects that 95 per cent of its strategic suppliers will have emission reduction plans and report on their progress biannually.

UNOPS is also building momentum to include its partners in the process of working towards its climate commitments. For example, it coordinated side events as part of the most critical summits in 2025 – the UN Climate Change Conference (COP30) in Belém and the Fourth International Conference on Financing for Development (FFD4) in Seville. At both of these events, public procurement, which represents up to 30 per cent of the global GDP, was recognized as the primary vehicle for turning policy into practice.

At FFD4, UNOPS, together with UNEP and the One Planet Network, co-organized the side event Leveraging Public Procurement for a Sustainable Future. Leaders demonstrated how transparent, sustainable procurement ensures every development dollar delivers maximum social and environmental impact.

At COP30, UNOPS hosted a flagship event, *Driving Climate Action Through Public Procurement: Solutions for Resilient and Inclusive Economies*, in partnership with the Food and Agriculture Organization (FAO), the UN Industrial Development Organization, and the UN Global Compact. The session demonstrated that climate action can start with a single contract, shifting markets towards low-carbon solutions and strengthening the resilience of vulnerable communities.

UNOPS is taking an active role within the One Planet Network, including by co-leading the Sustainable Public Procurement Programme, through which UNOPS has spearheaded the shift towards circularity in some of the world's most resource-intensive sectors.

By leveraging its expertise at the intersection of infrastructure and supply chain management, UNOPS is demonstrating that public procurement is no longer just an administrative function – it is a strategic necessity for a sustainable future.

Building capacity for a future of sustainable energy

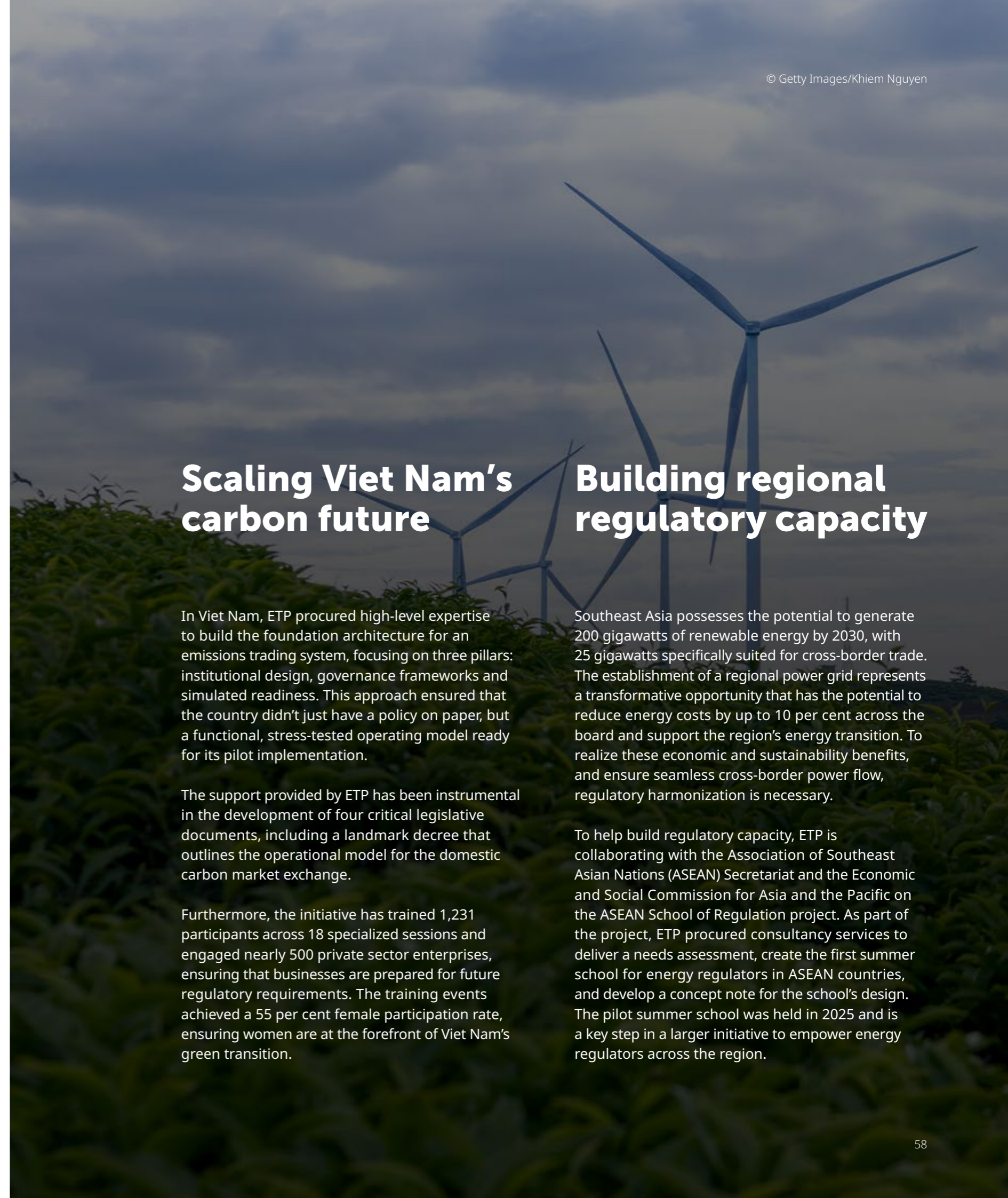
Managed by UNOPS, the Southeast Asia Energy Transition Partnership (ETP) is a multi-stakeholder programme that supports the acceleration of a just energy transition in Southeast Asia in line with the Paris Agreement climate change targets by bringing together governments, donors, philanthropies and partner governments.

For the past five years, ETP has implemented priority projects in its partner countries, Indonesia, Viet Nam, and the Philippines, and in the broader region. Procurement has been a key implementation tool, with over \$26 million in procurement recorded since 2021.

[Find out more](#)

“In Viet Nam, we prioritized a consortia of international and national suppliers, which allowed us to ensure our technical outputs were both globally benchmarked and locally grounded.”

Do Manh Toan
Senior Programme Management Officer, Viet Nam



Scaling Viet Nam's carbon future

In Viet Nam, ETP procured high-level expertise to build the foundation architecture for an emissions trading system, focusing on three pillars: institutional design, governance frameworks and simulated readiness. This approach ensured that the country didn't just have a policy on paper, but a functional, stress-tested operating model ready for its pilot implementation.

The support provided by ETP has been instrumental in the development of four critical legislative documents, including a landmark decree that outlines the operational model for the domestic carbon market exchange.

Furthermore, the initiative has trained 1,231 participants across 18 specialized sessions and engaged nearly 500 private sector enterprises, ensuring that businesses are prepared for future regulatory requirements. The training events achieved a 55 per cent female participation rate, ensuring women are at the forefront of Viet Nam's green transition.

Building regional regulatory capacity

Southeast Asia possesses the potential to generate 200 gigawatts of renewable energy by 2030, with 25 gigawatts specifically suited for cross-border trade. The establishment of a regional power grid represents a transformative opportunity that has the potential to reduce energy costs by up to 10 per cent across the board and support the region's energy transition. To realize these economic and sustainability benefits, and ensure seamless cross-border power flow, regulatory harmonization is necessary.

To help build regulatory capacity, ETP is collaborating with the Association of Southeast Asian Nations (ASEAN) Secretariat and the Economic and Social Commission for Asia and the Pacific on the ASEAN School of Regulation project. As part of the project, ETP procured consultancy services to deliver a needs assessment, create the first summer school for energy regulators in ASEAN countries, and develop a concept note for the school's design. The pilot summer school was held in 2025 and is a key step in a larger initiative to empower energy regulators across the region.

UNOPS leverages a number of efficient tools to optimize its procurement operations.

Long-term agreements are a valuable procurement tool with high utilization rates in recent years. An LTA is a framework contract established with a supplier for a defined duration, covering specific goods or services at pre-determined prices or with set pricing provisions.

Key features and benefits of LTAs include:

- **Reliable supply:** LTAs secure a dependable source of goods and services
- **Competitive pricing:** They ensure procurement is done at a competitive price point
- **Defined terms:** All transactions adhere to pre-defined terms and conditions
- **Sustainability opportunity:** The potential for larger volumes procured over extended periods facilitates the pursuit of more sustainable solutions
- **Flexibility:** Under UNOPS LTAs, there is no legal obligation to order a minimum or maximum quantity

LTAs can be implemented globally, regionally or locally to meet varying needs. UNOPS uses procurement planning to identify where LTAs will be beneficial. A tender process is then conducted to select suppliers and award the contracts. Once an LTA is established, firm orders can be placed efficiently through a streamlined process.

In 2025, UNOPS signed 241 new LTAs with 197 suppliers. As of the end of 2025, UNOPS had 860 active LTAs with 559 suppliers. Of these, 188 were developed at the global level. Eleven were established under EPP.

In 2025, \$524 million worth of goods and services were procured under LTAs. This represents 37.3 per cent of total procurement, down from 42.8 per cent in 2024. Of this total, 81.8 per cent, or \$428 million, was under contracts established by UNOPS. Just over 20 per cent of the spend under LTAs was facilitated via UN Web Buy Plus.

The top category of spend under LTAs was Health, totalling \$183 million, down by 25.7 per cent compared to 2024. Operations and Administration followed with the second largest volume, at \$112 million, over a third of which was related to logistics services.

There was a significant reduction in the procurement of vehicles under LTAs – down by \$118 million or 70.8 per cent compared to the previous year. On the other hand, ICT procurement under LTAs was up by 29.0 per cent to \$80 million. Procurement of fuel for the State of Palestine drove total procurement via LTAs in the Other Goods and Services category up by \$16 million.

Another tool utilized by UNOPS is the integration of supplier pre-qualification into its sourcing strategies. This crucial step involves evaluating potential suppliers against established criteria, with only those who meet the required standards being invited to submit a tender. This process guarantees that solicitation documents are extended exclusively to suppliers possessing the necessary capabilities and resources, making it especially valuable for the procurement of complex or specialized goods and services.

\$524 m

worth of procurement under long-term agreements – 37.3 per cent of total UNOPS procurement

241

new long-term agreements signed

Leveraging pre-qualified suppliers for rapid deployment

In eastern Democratic Republic of the Congo, decades of armed conflict have left unexploded ordnance and improvised devices embedded in fertile soil, effectively locking the land.

To help clear the landscape, the UNOPS Peace and Security Cluster leveraged its roster of pre-vetted explosive ordnance disposal (EOD) service providers in support of UNMAS. The pre-qualification model helped prioritize technical competence while significantly reducing lead times, as UNOPS could efficiently engage a network of trusted, deployment-ready partners whose technical capacity and compliance in high-risk environments had already been assessed.

The result of this collaboration between UNOPS technical experts and procurement practitioners was the rapid release of high-priority land, and improvement of the community's self-reliance and safety. Displaced populations were able to safely return to and immediately resume agricultural activities on land that had been abandoned for years.

[Find out more](#)

The Peace and Security Cluster has procured \$12 million worth of demining and explosive detection services in the DRC since 2021, including \$1.3 million in 2025.



“By frontloading the technical review of organizational capabilities and verifying that suppliers have the necessary procedures, systems, and technical expertise in place well before a requirement arises, we mitigate potential risks and facilitate a speedy procurement process.”

Adolphe Mbembe
Procurement Senior Officer, DRC

Demining contractors preparing to conduct manual mine clearance activities in Ituri province, DRC. © UNOPS



\$112m in procurement through UN Web Buy Plus

UNOPS manages [UN Web Buy Plus](#), an online platform for procurement and end-to-end supply chain solutions. The platform is designed to serve a broad spectrum of clients, including governments, UN organizations, international financial institutions, intergovernmental organizations and non-governmental organizations. It is also a procurement channel available for all projects implemented by UNOPS on behalf of its partners.

UN Web Buy Plus serves as a dynamic online marketplace that connects users, suppliers, and freight forwarders, significantly boosting procurement efficiency and improving the user experience. Its intuitive features streamline decision-making, allowing users to generate complete landed quotations with just a few clicks.

It provides convenient access to over 1,250 products across 21 different catalogues, all available under UN contracts established following rigorous procurement processes. In 2025, the product catalogue was made available for all users to view, so potential clients can see what products are available without requiring an account.

UN Web Buy Plus is committed to being a cost-effective and customer-focused platform. It offers end-to-end support, including assistance with product selection, quotation preparation, logistics

arrangement, order placement, and follow-up after delivery. The platform is capable of delivering products globally, even to locations that have the most challenging operational conditions.

In 2025, UN Web Buy Plus facilitated \$112 million worth of procurement for over 60 countries. This was down from \$170 million in the previous year, largely due to a 59.6 per cent reduction in the procurement of Vehicles, which nevertheless remained the top category at \$44 million. Additionally, \$40 million of ICT equipment was procured (up by 60.1 per cent), as well as \$9.5 million worth of Infrastructure.

UN Web Buy Plus is also evolving into a collaborative hub with a catalogue of long-term contracts made available by different UN organizations. Global agreements for supply chain services have been put in place with UN organizations including FAO, the UN Refugee Agency and ILO to encourage unity and cost effectiveness in the UN system. In the longer term, UNOPS will support UN organizations in using the underlying technology to build a shared UN storefront that can be integrated into UNGM, utilizing smarter shared technology to ensure that more aid reaches those who need it.

[Find out more](#)

With funding from the International Fund for Agricultural Development (IFAD), UNOPS procured and delivered motorcycles to the Ministry of Livestock and Animal Health in the Central African Republic, as part of a government-implemented project to strengthen food production and social cohesion in rural areas. © UNOPS/Empire Agency

📍 UGANDA

Driving health equity through digital procurement innovation

Tuberculosis remains one of the leading infectious disease threats in Uganda. For years, the national response has been hindered by structural barriers, including prohibitive costs preventing rural communities from travelling to diagnostic centres, and a passive case-finding model that meant many asymptomatic or early-stage cases went undetected.

To transition from a reactive to a community-centred response, the Ministry of Health sought a complex, high-tech solution: a fleet of 11 mobile screening clinics, integrating vehicle engineering with sensitive medical equipment, including digital chest X-rays with computer-aided detection software and GeneXpert testing capabilities.

UNOPS facilitated the procurement of these mobile screening clinics using its specialized LTAs. Furthermore, the procurement was implemented via a system integration of the Global Fund's [wambo.org](https://www.wambo.org) e-commerce platform and UN Web Buy Plus. This back-office integration ensured exceptional value for money and accelerated the deployment of assets that are notoriously difficult to source. UNOPS also facilitated a one-week training of a delegation from the ministry at the manufacturer's premises in the Netherlands on the usage and maintenance of the clinics.

By the end of 2025, the initial 5 mobile clinics had reached 70,000 individuals and diagnosed 1,100 patients. Eventually, the fleet is expected to help screen 140,000 people annually among highest burden communities. By eliminating transportation burdens and decentralizing care, UNOPS and the Global Fund have reduced treatment costs while bringing diagnosis closer to communities.



The delegation from the ministry during training at the manufacturer's premises.
© UNOPS

UNOPS helped rebuild and equip critical infrastructure in the worst affected areas of Zimbabwe in the aftermath of Cyclone Idai. Financed by the World Bank, the project brought together eight different UN agencies to help communities recover. © UNOPS

Enabling UN system-wide action

UNOPS serves as a key part of the UN system, supporting the work of its partners in the UN family by providing practical solutions, including through procurement, where they are needed most.

In 2025, UNOPS conducted procurement on behalf of more than 30 UN organizations, with a total spend of \$99 million. Since 2021, UNOPS procurement on behalf of the UN system has totalled \$666 million, predominantly in the Equipment and Materials category.

Furthermore, UNOPS works with other organizations to pursue collaborative procurement initiatives, which can leverage the collective purchasing power of the UN system to improve outcomes for beneficiaries.

UNOPS procured a total of \$131 million worth of goods and services through collaborative approaches in 2025.

The main type of collaborative procurement involved utilizing contracts established by other UN organizations, taking advantage of economies of scale to achieve more cost-effective or efficient outcomes for partners. A total of \$96 million of procurement was established under LTAs by other UN organizations.

Consistent with the 'collaborative benefit of mutual recognition' principle, UNOPS also develops LTAs with suppliers and makes them available on UNGM, which is hosted by UNOPS, or through UN Web Buy Plus, the UNOPS global e-commerce platform.

In addition to procuring on the back of other UN entities' existing LTAs, other forms of collaboration in procurement included developing an LTA or contract in collaboration with other organizations (\$24 million), using the procurement services of another organization (\$6 million), and procuring from another organization. UNOPS facilitates the acquisition of goods and services from other UN organizations through interagency agreements. This process does not fall under the UNOPS procurement policy. The volume of such transactions is therefore additional to the procurement figures presented in this report.

\$99 m

procurement on behalf of the UN system in 2025

\$131 m

in collaborative procurement in 2025

\$96 m

procurement using LTAs of other UN organizations

Improving policies, processes and systems

UNOPS consistently seeks opportunities to enhance its operational effectiveness, including by making improvements to its policies, processes and systems.

In 2025, work commenced on a comprehensive review of UNOPS procurement policies and processes. This is part of the legislative framework review, which is driven by the need to simplify policies and ultimately strengthen UNOPS capacity to deliver impactful projects that benefit communities in need. The procurement policy review is expected to be completed in 2026.

These reviews are occurring in parallel with the Process Innovation and Digitalization Programme, which is working to streamline processes and automate them using the most suitable digital solutions. In 2025, work began to rebuild the UNOPS eSourcing system and integrate supplier management capabilities into the platform. The new solution will support reliable supplier identification, a robust evaluation process, management of complex tenders, flexibility for emergency situations and tenders conducted outside the system, and integration of sustainability considerations in procurement and supply chain operations. The overall objective is to digitize procurement processes and information exchange during the sourcing and solicitation stages.

UNOPS procurement systems generate substantial data, which is vital for enhancing the organization's operations. UNOPS leverages this data to drive improvements, optimize processes and make informed decisions, which ultimately results in better outcomes for its stakeholders.

UNOPS ensures managerial oversight by developing and monitoring KPIs in its procurement operations. Organization-wide tools, such as dashboards, provide staff with the insights needed to improve their daily work.

In 2025, work continued on strengthening transparency in UNOPS procurement processes. The organization already shares data externally in line with its commitment to maintaining the principles of transparency and accountability. This is done through UNGM, the data.unops.org platform and the [Annual Statistical Report on UN Procurement](#).

During the year, UNOPS furthered its collaboration with the Open Contracting Partnership, focusing on exploring how UNOPS can improve the transparency of its procurement data by adopting the Open Contracting Data Standard. Aligning with this standard would ensure its procurement data is available in a standardized, comparable format, consistent with the recommendations of

the Conference of the States Parties to the UN Convention against Corruption. Technical work was completed to map UNOPS data to the standard, and a workshop was conducted to help develop a draft transparency framework for public procurement.

Another key milestone in this effort was the initiation of the UNOPS procurement transparency framework, marking an important step in laying the foundation for the advancement of transparency in UNOPS. Implementation of initiatives for transparency will continue in 2026. These include launching an internal training course and conducting pilots expanding information disclosure requirements.

There is a compelling case to leverage the responsible use of artificial intelligence in procurement, with tangible potential benefits spanning every aspect of the work UNOPS does. There is scope to achieve operational efficiency and productivity gains through automation, support strategic decision-making through AI-powered insights, achieve cost savings and enhanced value for money, build supply chain resilience and integrity, and improve foresight and risk management.

UNOPS is already using AI to gain additional insights into its data. For example, it initiated a project to develop a machine learning model with the objective of estimating the potential duration of procurement processes based on a range of variables. Tools are also being developed to collect statistics and detect trends in procurement, including for the purposes of developing this report.

UNOPS procurement personnel also have access to a range of AI technologies and functionalities to help them in their day-to-day work. A procurement AI hub was developed in 2025 to serve as an innovation space for such tools and provide personnel with resources to make the most of AI in procurement. Furthermore, AI capabilities are being built into the core of new procurement systems.

 ETHIOPIA

Strengthening the foundations of public procurement governance

In Ethiopia, the Public Procurement Service (PPS), the central authority for procurement and asset disposal, encountered significant operational challenges in fulfilling its mandate. The lack of a modernized framework meant that the PPS risked persistent procurement delays and the acquisition of substandard goods. This gap between statutory mandates and operational capacity, which hinders

the efficiency of public spending, is common in many developing economies. Ultimately, these issues directly impact the effective use of national budgets and the timely delivery of essential public services.

At the request of the Ministry of Finance, UNOPS conducted a systematic review of the PPS. Completing a full and holistic assessment allowed UNOPS to establish an understanding of the service's current capabilities and subsequently outline a detailed plan for its future development. This plan will ensure the PPS is supplied with the specialized expertise necessary to execute its legal mandates transparently and effectively.



© UNOPS

The review pinpointed the underlying factors hindering the PPS from achieving value for money, providing the Ministry of Finance with an evidence-based analysis of structural gaps.

The findings were internalized through technical working group meetings and a final validation workshop for senior government officials, ensuring high-level political buy-in for the modernization journey that would follow. This milestone, where findings and recommendations were formally accepted, marked a shift from assessment to action, giving the PPS the mandate to begin its institutional transformation.

By professionalizing the back office of governance, UNOPS is helping Ethiopia build a more agile and accountable public sector. This systematic review provides a scalable template for nations looking to transform procurement into a driving force for sustainable development.

UNOPS in Ethiopia



Professionalizing procurement

To maximize the impact of procurement, UNOPS prioritizes capacity building for all individuals involved in the process. This commitment to professionalization – covering both internal personnel and external partners – is designed to ensure lasting benefits.

UNOPS consistently invests in internal capacity development, fostering knowledge exchange and cultivating future procurement talent through initiatives at the local, regional and global levels.

In 2025, 21 in-depth procurement training courses were delivered. Topics included procurement operations, climate and procurement, developing effective terms of reference and technical specifications, and project information management. These sessions utilized local and regional experts as trainers, with specialized topics covered by headquarters colleagues. In total, 391 personnel members participated in these face-to-face sessions, reporting high levels of satisfaction with the content, internal trainers and training methodology.

In addition, more than 800 course completions were registered in 2025 for the various self-paced e-learning courses available to UNOPS personnel. These courses cover essential topics like ethics and fraud prevention in procurement, procurement operations, emergency procurement procedures, logistics, and Incoterms. Almost 2,000 current personnel members have completed at least a single procurement training course.

Beyond training, capacity building and the exchange of knowledge between teams are promoted in a number of other ways.

Numerous webinars and online discussion sessions were held on a variety of topics, such as sustainable procurement, procurement systems, and data-driven procurement. A series of webinars related to procurement data – as well as the importance of data integrity as a foundation for effective procurement, transparency, and AI – were organized for different user groups. A global insight call was also held on improving supplier performance management through effective contract management, documentation and risk mitigation.

A core element in the achievement of UNOPS organizational goals is helping partners build their capacities. UNOPS assists partners in strengthening their systems and enhancing their ability to effectively conduct their own procurement. This support is based on assessments, which can be national, entity-focused, or tailored to a specific need (such as gender equity, fraud and corruption prevention, etc.) or a particular process. Following the assessment results, an action plan for capacity building is developed.

In 2025, UNOPS provided over 1,370 work days of procurement technical assistance, including in implementation, advisory services and training.

Capacity development initiatives may be carried out as an integrated part of UNOPS projects or as dedicated projects themselves. UNOPS set a goal to mainstream the capacity development of institutions in 50 per cent of new procurement and infrastructure projects. In 2025, approximately 37 per cent of such projects included capacity development activities.

37%

of new procurement and infrastructure projects with budgeted activities for institutional capacity development

1,370+

work days of procurement technical assistance provided

📍 PERU

Building sustainable procurement expertise in the public health system

In 2025, the strategic partnership between UNOPS and Peru's Ministry of Health (MINSa) went far beyond the efficient procurement of over 200 ambulances. It presented an opportunity to catalyze institutional sustainability and reform.

Historically, public health procurement has prioritized immediate technical requirements, often leaving long-term sustainability as an afterthought.

To help change this approach, and in accordance with Peru's International Cooperation Law prioritizing strategic knowledge transfer, UNOPS designed an intensive 2-day workshop for 54 MINSa professionals.

The workshop's core innovation was its focus on real-life application. While inspired by lessons learned from the ambulance procurement project, the training expanded into broader health-sector scenarios, including the development of hospital infrastructure and the procurement of medicines and medical equipment. Through interactive exercises, participants explored how sustainability considerations can be embedded across the procurement life cycle, from planning and technical specifications to contract management.



The sessions demonstrated how procurement can create additional value. Efficiency gains can be redirected into greater operational capacity, preventive maintenance and warranties can strengthen long-term performance, and technical requirements can encourage lower-emission solutions. Practical delivery measures were also discussed, including plans to recycle nearly half a tonne of cardboard generated from packaging.

The training empowered public officials to integrate environmental, social, and economic criteria directly throughout the procurement life cycle, and to help better integrate climate resilience, gender-responsive design, and long-term value considerations into future health investments.

This model of institutional strengthening stands as a documented best practice, ready to inspire regional ministries of health seeking to embed sustainability into their organizational DNA.

UNOPS in Peru

Find out more



Supplier resource centre

The [supplier resource centre](#) on the UNOPS website is the starting point to learn about procurement at UNOPS. The following resources are available in English, French and Spanish:

- An overview of what UNOPS procures
- Details about UNOPS procurement principles, policies and processes, and guides for using the eSourcing platform
- Information about the [sustainable procurement framework](#), the supplier sustainability programme and the UNOPS Possibilities programme
- Information about how to access the 'Doing business with UNOPS' online course



Business opportunities

All UNOPS procurement business opportunities are posted on UNGM. Potential suppliers are encouraged to check UNGM for a list of UNOPS tender notices.

UNOPS also publishes a summary of forecast procurement activities from the corporate procurement plan on a twice-annual basis through the [supplier resource centre](#).



Awarded contracts

The results of tender processes are published in the contract awards section of UNGM.

UNOPS also publishes information about purchase orders by project on the [data.unops.org](#) portal.



UN procurement

Details of historical UNOPS procurement activity can be found alongside statistics of other UN organizations in the [Annual Statistical Report on UN Procurement](#). The report and accompanying interactive dashboards can be found at www.ungm.org/asr.

In Šabac, Serbia, as part of the €27 million European Union 'support for social housing and active inclusion' programme, UNOPS constructed social housing for 24 vulnerable families and provided support to improve access to employment and education. © UNOPS/Sanja Knežević

Appendix

Technical notes on UNOPS procurement reporting

UNOPS presents analysis in this report on the basis of information available within its systems, including in tenders, contracts, purchase orders and supplier performance evaluations.

Unless otherwise stated, the statistics provided relate to the 2025 calendar year. Amounts are in United States dollars. There may be slight differences between sums of numbers presented in tables and figures in the report and the given totals. This is due to rounding.

In most cases, the procurement amounts given relate to the value of purchase orders, which represent the commitments UNOPS enters into with its suppliers, either on behalf of partners ('Buy for partners') or for the organization's own operations.

Under the UNOPS procurement reporting methodology, reported statistics are based on the full order amount for orders that remain open (i.e., goods or services are yet to be fully delivered), or the actual received amount for orders that are closed. The year in which they are reported is based on the date on which the order was first approved. Therefore, as the report includes values of commitments not yet delivered upon, procurement statistics also differ from UNOPS reporting on expenditure or delivery. Final amounts may change if orders are amended or are closed with a different value from their original order amount.

Changes in procurement volume in either absolute or percentage terms refer to year-on-year changes from the previous reporting year to the current reporting year, unless indicated otherwise. Statistics relating to both 2025 and previous years are based on information current as of the end of 2025 – this means, the value of procurement from a previous year may differ from what was indicated in an earlier publication, due to adjustments related to order amendments. Other adjustments may also be made in order to improve data quality.

The report only includes purchase orders related to procurement in accordance with the UNOPS Procurement Manual and aligned with the definition of procurement as per the UN Procurement Practitioner's

Handbook – the acquisition through purchase or lease of real property, goods or other products (including intellectual property), works or services. It therefore excludes other commitments or activity processed via purchase orders, such as grants. It also excludes taxes where UNOPS is exempt, such as value-added taxes. Low-value procurement activities not recorded via purchase orders are not captured in the analysis.

Goods include objects of every kind and description, including raw materials, products and equipment, and objects in solid, liquid or gaseous form, as well as services incidental to the supply of the goods if the value of those incidental services does not exceed that of the goods themselves.

Services include work, duty or labour performed by a contractor pursuant to a contract. Rendering of services may involve the associated provision of utilities or facilities if specified in the terms of the contract. Typical examples of services include security, catering, cleaning, travel management, event management, IT services, training, freight forwarding and consulting.

Countries

Throughout this report, the terms 'country' or 'countries' refer to countries and territories. Country names follow the Standard Country or Area Codes for Statistical Use, referred to as the 'M49 standard' (prepared by the Statistics Division of the UN Secretariat). The designation of countries by geographic region is also based on this standard.

For analytical purposes, the report uses the country categorizations of least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing states (SIDS), following the M49 standard as current at the end of the reporting period. There is no established convention for the definition of countries and areas that are considered LLDCs or SIDS. The current composition of countries

and areas in the LLDC and SIDS groups was set at the beginning of the Sustainable Development Goals (SDGs) reporting period based on various definitions available at the time.

The designations employed do not imply the expression of any opinion whatsoever on the part of the UN concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. The assignment of countries or areas to specific groupings is for statistical convenience and does not imply any assumption regarding political or other affiliation of countries or territories by the UN.

Where the report refers to the location of a project or procurement activity, reporting is based on the country associated with either the work package, if available, or the project as recorded in UNOPS systems. In some cases, a project may be delivered across multiple countries, but the reporting of procurement is only possible against the primary project country. In some cases, the project country may be recorded as the primary UNOPS office location for that project. For UN Web Buy Plus transactions, the end delivery location specified by the client is used, and in some exceptional cases, the delivery country from the purchase order is used. There may nevertheless be differences in the actual beneficiary location compared to what is reported.

Where the report refers to the country of a supplier from which UNOPS procures, this is based on the country indicated by the supplier when they are registered in UNOPS systems. Depending on the supplier, this may relate to a headquarter location or to a locally registered subsidiary.

The analysis of whether a supplier is considered local is based on a comparison of the country of the project or procurement activity and the supplier country. Similarly, a 'regional supplier' is one in the same geographic region but a different country than the project country. A 'continental supplier' is one in the same geographic continent but not in the same country or region as the project. Suppliers in a different continent are labelled 'intercontinental suppliers'. There may therefore

be some inaccuracies in this analysis where a supplier is operating across multiple countries or a project has activities in multiple locations.

The report also contains analysis based on UNOPS Regions, which are derived from the organizational structure as of 1 January 2026: Africa Region (AFR); Asia and the Pacific Region (APR); Europe and Central Asia Region (ECR); Latin America and the Caribbean Region (LCR); Middle East Region (MR); and the Global Portfolios Office (GPO). The regional breakdown therefore does not necessarily reflect the organizational structure as of when the transactions occurred, but rather the units that were responsible for those transactions as of 1 January 2026.

Categorization

This report uses a product categorization system tailored for UNOPS procurement activities. This categorization is subject to change and therefore, care should be taken when comparing statistics presented here with other publications. Some improvements were made to the categorization of a small number of products for this report to better reflect the actual procurement activities being undertaken by the organization. For the purposes of historical comparisons by category, the updated categorizations are used. The UNOPS product classification also differs from the categorization presented in the [Annual Statistical Report on UN Procurement](#), which is based on the UN Standard Products and Services Code® (UNSPSC) standard for the purpose of consistent reporting on categories of goods and services across all UN organizations.

Collaborative procurement

Reporting on collaborative procurement is consistent with the definition of common procurement set out in the 2015 Harmonizing UN Procurement: Common UN Procurement at the Country Level guidelines by the High-Level Committee on Management Procurement Network (HLCM-PN) Working Group on Harmonization.

The types of common procurement considered in the document are:

- Using existing long-term agreements (LTAs) or contracts of other UN organizations ('piggybacking')
- Using the solicitation results of other UN organizations to establish own LTA
- Establishing and using joint LTAs and contracts through 'lead agency' approach
- Using procurement services of other UN organizations
- Procuring from another UN organization
- Using a joint procurement unit

Case studies

Most case studies refer to SDGs associated with the projects. While these SDGs are the focus for the project, it's likely that projects will also address other SDGs in some way. Some UNOPS corporate initiatives are also focused on certain SDGs. For example, given the scope of the sustainable procurement framework, in some way most procurement-related projects contribute to SDG 12 (Responsible consumption and production).

Further information

The UNOPS website contains up-to-date information about our [services and expertise in procurement](#), as well as [how to do business with UNOPS](#).

Information about UNOPS procurement policies can be found in the [UNOPS Procurement Manual](#). This includes [Annex 1: Sustainable Procurement Framework](#), [Annex 2A: Quality Assurance Policy for the Procurement of Medicines](#) and [Annex 2B: Quality Assurance Policy for](#)

[the Procurement of Medical Devices and other Health Products.](#)

Data on UNOPS procurement activities is published online in the following places:

- Awarded contracts are published in the [UNGM contract awards](#) section
- Summaries of all approved purchase orders are published on a regular basis in the [UNOPS data portal](#)
- Annual procurement statistics are published in the [Annual Statistical Report on UN Procurement](#) and are presented alongside statistics from other UN organizations, which can be explored through interactive dashboards

The above resources include data on procurement from specific suppliers. If the supplier name is protected for security reasons, it is reported under 'Name withheld for security reasons'. If the publication of the supplier name together with other contract-related information could potentially breach confidentiality agreements, the supplier name is reported under 'Name withheld for confidentiality reasons'. If the supplier is an individual, the name is reported as 'Name withheld for privacy reasons'.

Global Reporting Initiative

This report contains information related to some disclosures under the **Global Reporting Initiative** (GRI) Standards. A summary of the information against relevant parts of the Standards is included below.

Standard	Disclosure	UNOPS response
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	UNOPS procured \$1.4 billion worth of goods and services for its partners in 2025, which is a measure of the total value of contract commitments. Of this, 52.8 per cent was procured from suppliers registered locally.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	UNOPS screens suppliers for sustainability through the DRiVE supplier sustainability questionnaire, which includes environmental criteria. In 2025, 82 per cent (1,369) of new suppliers completed the questionnaire.
	308-2 Negative environmental impacts on the supply chain and actions taken	A total of 1,369 contracted suppliers were assessed for negative environmental impacts they might have on the supply chain. In 2025, 35 per cent (480) of the contracted suppliers from 89 countries reported lack of or weak environmental management practices, which could present potential negative environmental impacts for the supply chain. Three suppliers voluntarily made commitments to improve their environmental management practices.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	UNOPS screens suppliers for sustainability through the DRiVE supplier sustainability questionnaire, which includes social criteria. In 2025, 82 per cent (1,369) of new suppliers completed the questionnaire.
	414-2 Negative social impacts on the supply chain and actions taken	A total of 1,369 contracted suppliers were assessed for negative social impacts they might have on the supply chain. In 2025, 80 per cent (1,091) of the contracted suppliers from 115 countries reported lack of or weak social practices (in at least 1 of the following categories: Labour Standards, Human Rights, Equal Opportunity, Ethical Conduct), which could present potential negative social impacts for the supply chain. Eighteen suppliers voluntarily made commitments to improve their performance in these areas.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	A total of 795 contracted suppliers from 104 countries reported lack of or weak policy standards on freedom of association and collective bargaining, which could present potential risks. Sixteen suppliers were engaged through desktop verifications and site inspection visits.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	A total of 710 contracted suppliers from 108 countries reported lack of or weak policy standards on child labour, which could present potential risks. Twenty suppliers were engaged through desktop verifications and site inspection visits.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	A total of 817 contracted suppliers from 108 countries reported lack of or weak policy standards on forced or compulsory labour, which could present potential risks. Twenty suppliers were engaged through desktop verifications and site inspection visits.

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