



Purchase for Impact

2023 UNOPS Procurement Report



Purchase for impact

UNOPS provides a wide range of procurement services to partners around the globe. Our impact is amplified when we provide procurement services through multiple approaches. We help deliver what is needed now while building capacity in the public sector with our partners and in the market to help deliver what is needed tomorrow.

This report provides an overview of how UNOPS purchased for impact in 2023.



Buy for partners

We conduct procurement activities on behalf of our partners across a diverse range of goods and services. When procuring directly, UNOPS develops the requirements, conducts the solicitation processes, manages contract awards, and oversees the successful delivery of goods and implementation of services that our partners require.

UNOPS is supporting Ukraine on multiple fronts through procurement and infrastructure projects.

Help partners buy

Through its dedicated advisory services, UNOPS provides complementary solicitation management and technical capacity to its partners. This can range from advising on a specific part of a partner's procurement process to carrying out an entire solicitation process. The partner then awards and manages the contract. This helps our partners increase the transparency, effectiveness and efficiency of their procurement and supply chain operations.

UNOPS helped Peru procure advisory services to mitigate the effects of mining environmental liabilities.

Improve how partners buy

We also support our partners in strengthening their systems and ability to carry out their own procurement effectively by conducting training and assessments based on their needs. The scope of the assessments can be national, entity-focused, or bespoke to address a specific need such as gender equity, fraud and corruption prevention or a specific procurement case. Based on the results, an action plan is developed for capacity building.

UNOPS provided advisory services and capacity building clinics for the Public Procurement Monitoring Office in Nepa

Table of contents

Introduction	4
Delivering for partners	6
Ukraine: A multi-faceted approach	10
Maldives: Emergency procurement of critical care equipment and supplies	14
Mauritania: Strengthening access to justice	19
Honduras: Assistance to the Honduran Social Security Institute	21
Pakistan: Enhancing water quality monitoring systems	24
Ecuador: Advancing emergency health services	26
Argentina: Supporting the digital education plan	28
Building sustainable supply chains	30
Haiti: Powering hospitals with solar energy	36
Southeast Asia: Energy Transition Partnership	39
UN Web Buy Plus: An e-commerce solution for sustainable procurement	41
Optimizing procurement for impact	44
Peru: Supporting the remediation of environmental liabilities from mining	49
Peace and Security Cluster: Pre-qualification of suppliers for the procurement of explosive detection dogs	51
Yemen: Record procurement under emergency procedures	53
Nepal: Building local capacity in procurement	55
Albania: Improving public procurement through advisory services	57
Appendix	58

Purchase for Impact 2023 UNOPS Procurement Report

© UNOPS 2024

All rights reserved. The reproduction of any materials from this publication must be accompanied by a full citation. This report may be cited as follows: United Nations Office for Project Services [UNOPS]. (2024). Purchase for Impact – 2023 UNOPS Procurement Report.

View this report and the previous edition online at unops.org/procurement

Cover: © Getty Images (Modified)

www.unops.org



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

“Responding to today’s multifold challenges depends on our ability to deliver goods and services to those who need it most. Last year, through our procurement services, UNOPS helped countries respond to conflicts and crises, advance climate action and deliver sustainable development.

Public procurement plays a key role in efforts to meet the Sustainable Development Goals. Together with partners we prioritize support for local economies while integrating sustainability, resilience and transparency into our supply chains – helping transform the future of procurement for people and the planet.”

“This report serves as a testament to the dedication and adaptability of our procurement teams around the world.”

In 2023, we witnessed a multitude of humanitarian crises unfold across the globe, each one demanding an agile and effective response. At UNOPS, our procurement operations played a vital role in supporting these efforts, ensuring the timely delivery of critical goods and services to those most in need.

From the devastating floods in Pakistan to the ongoing conflict in Ukraine, our teams were on the ground, working tirelessly to bridge the gap between humanitarian needs and available resources. In Pakistan, we swiftly mobilized to procure emergency shelter, medical supplies and water purification systems, reaching millions affected by the disaster. In Ukraine, we continue to be a key player in the global response, facilitating the procurement of essential medical supplies, equipment and logistical support.

Beyond these major events, 2023 saw UNOPS responding to numerous other crises, including the ongoing drought in the Horn of Africa, the complex emergencies in Afghanistan, Gaza and Yemen, and the natural disasters that struck countries like Madagascar and the Philippines. In each instance, our focus remained unwavering: to use our procurement expertise to alleviate suffering and support communities in rebuilding their lives.

This report serves as a testament to the dedication and adaptability of our procurement teams around the world. It highlights the diverse range of operations we undertook in 2023, from the immediate provision of emergency supplies to the complex task of reconstructing infrastructure and supporting long-term development goals through advisory services or conducting procurement assessments for our partners. It also demonstrates how procurement can be a tool to deliver against the Sustainable Development Goals.

Looking ahead, we know that the challenges we face are not diminishing. Climate change, conflict and natural disasters continue to threaten communities around the world. But at UNOPS, we remain committed to playing our part. We will continue to refine our procurement strategies, integrate sustainability, leverage digitalization and innovation, and build strong partnerships to ensure that we can effectively respond to whatever challenges may come our way.



Anne-Claire Howard
Director, Procurement Group

Delivering for partners

In Sri Lanka's Matara district, new facilities at the Korea-Sri Lanka Friendship Hospital are helping improve maternal healthcare. © UNOPS/Magnet Studio

\$1.6bn

total UNOPS procurement 2023

▲ 9.3%

compared to 2022 (excluding PharmaMX)

2,125

solicitation tenders posted via eSourcing in 2023

18,039

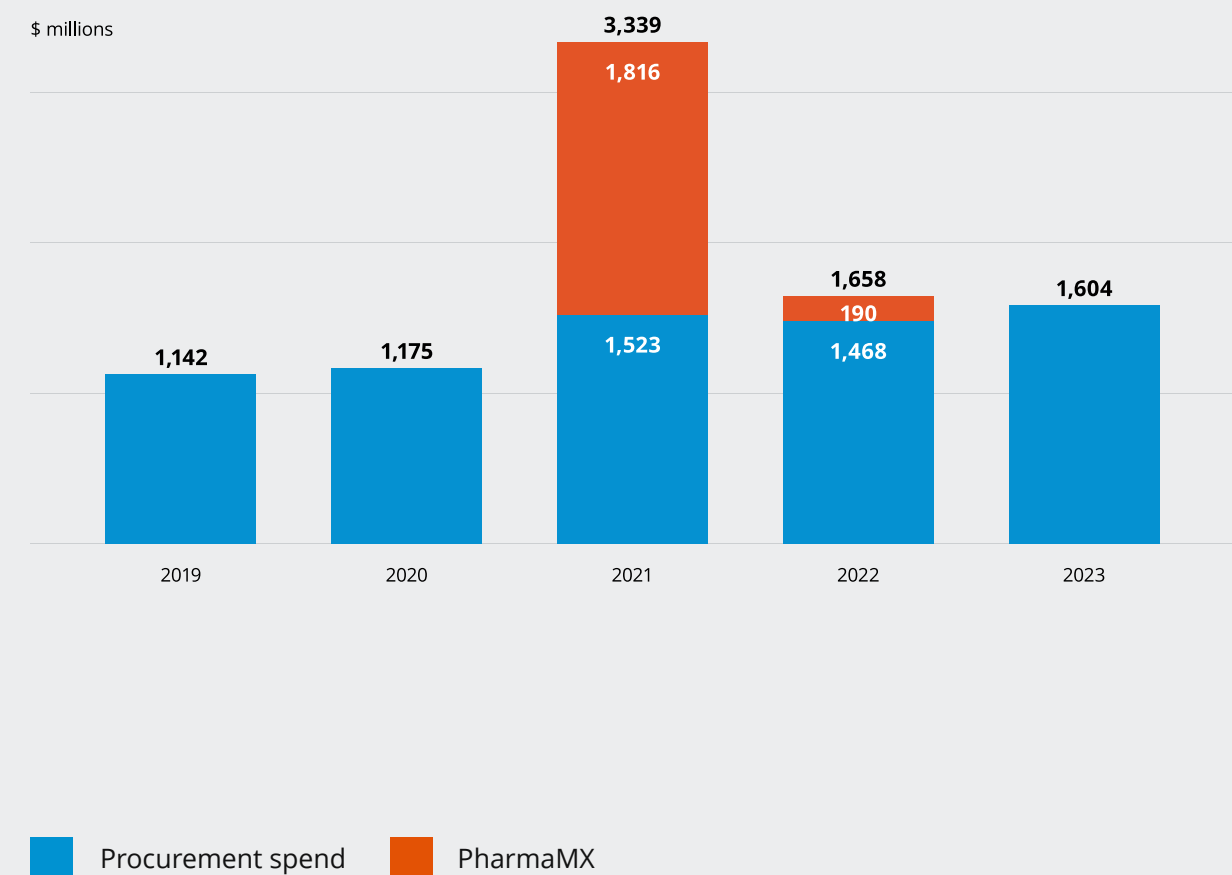
purchase orders raised or amended in 2023

UNOPS total direct procurement in 2023 reached \$1.6 billion from a diverse pool of **5,712 suppliers**. While the total was slightly lower than in 2022, down by 3.3 per cent, it is still the third highest procurement year on record, with the highest total when excluding a large health procurement project carried out on behalf of the government of Mexico (PharmaMX), which resulted in the highest procurement total in 2021. When considering procurement outside of this project only, the 2023 total was 9.3 per cent higher compared to 2022.

UNOPS procurement is powered by its **digital procurement infrastructure**. Over 2,100 solicitation tenders were launched via the UNOPS e-tendering platform, eSourcing, in 2023, approximately 9 per cent more than in 2022. The value of contracts awarded via eSourcing in 2023 was almost \$900 million, including at least \$285 million worth of contracts awarded via the **Help partners buy** modality.

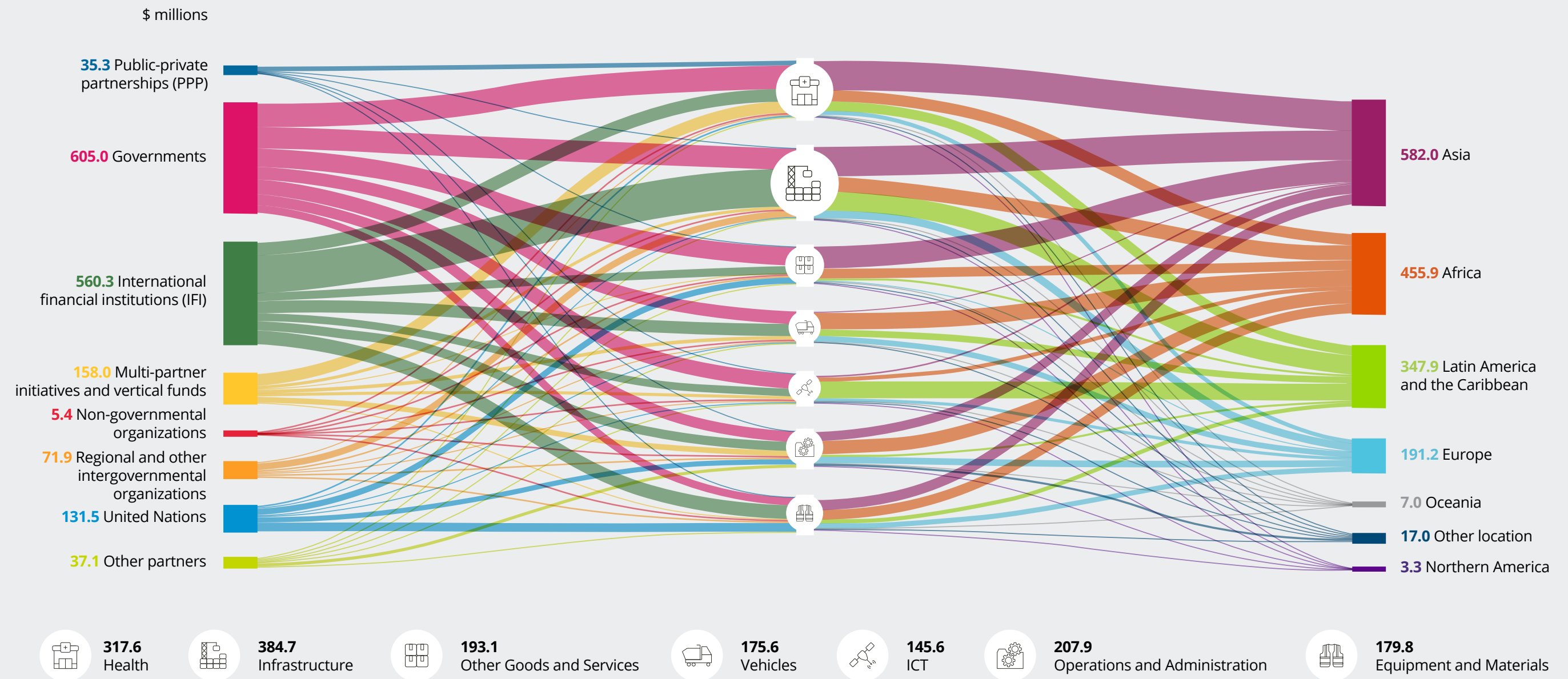
Once a supplier has been selected, either via eSourcing or another procurement approach, the procurement activity is normally registered through a purchase order. The purchase order data is the basis for most of the statistics in this report. About 17,400 procurement purchase orders were approved for the first time during 2023, while a further 600 previously raised purchase orders were amended during the year. Where UNOPS is helping partners buy, once an award is made, the contract will be signed and managed by the partner directly. These awards are not included in the total direct procurement figure under the **Buy for partners** modality.

Figure 1. Buy for Partners – procurement by year from 2019 to 2023



Procurement on behalf of 184 partners

Figure 2. Buy for Partners – 2023 flow of procurement by partner type, procurement category and project location



UNOPS procured on behalf of 184 different partners in 2023. This included 75 different government partners, 53 United Nations (UN) entities and 18 multi-partner initiatives and vertical funds.

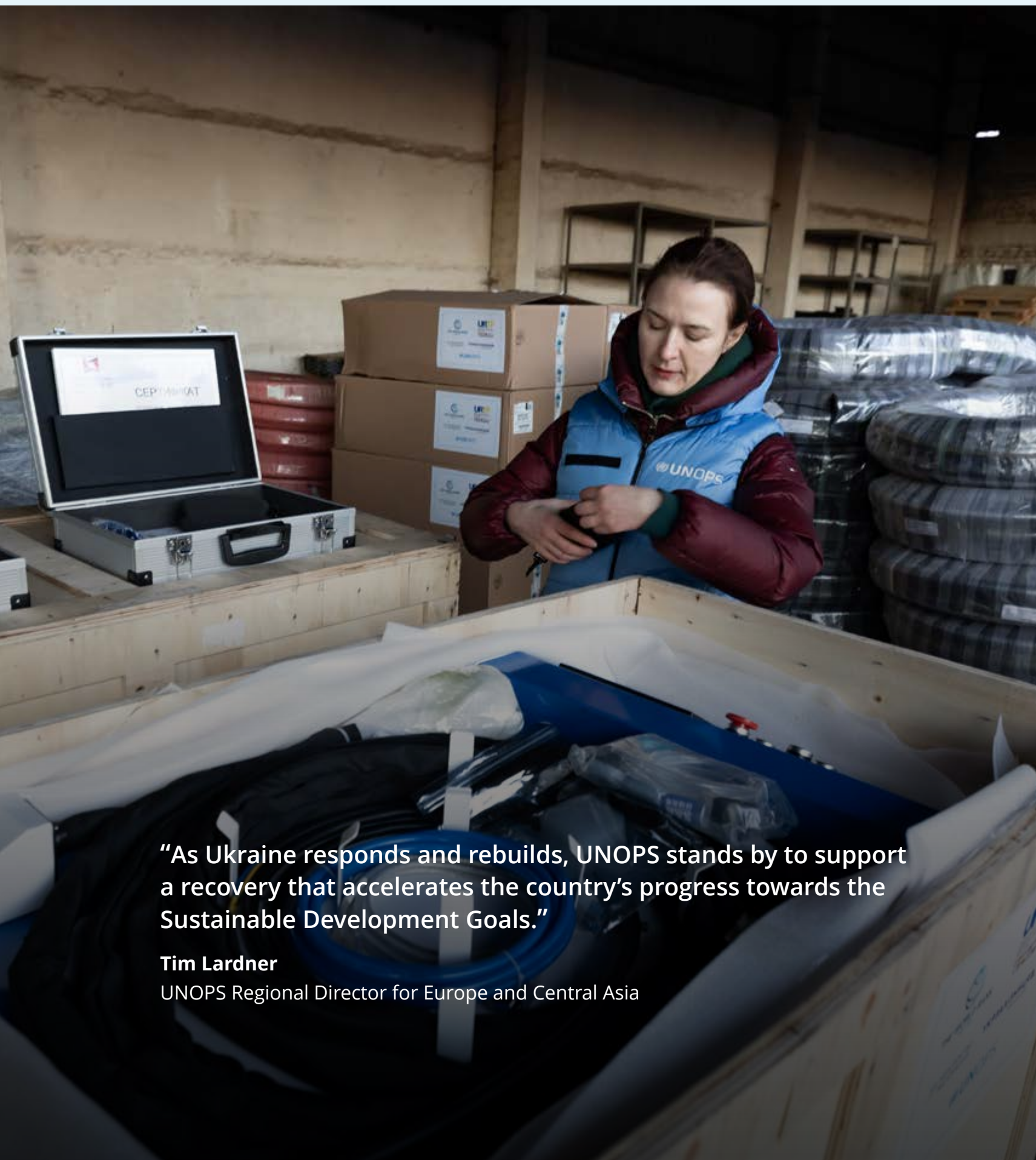
The largest proportion of procurement by volume was conducted on behalf of government partners, totalling \$605 million. The largest partners by procurement volume were Argentina (\$113 million) and Qatar (\$94 million), followed by Germany, Ecuador and the United States of America.

The single largest partner by procurement volume was the World Bank Group, which supported \$466 million worth of procurement activities in 2023, or 29.0 per cent of the total. Among international financial institutions, a further \$57 million of procurement was funded by the Islamic Development Bank.

Procurement supported by the Global Fund to Fight AIDS, Tuberculosis and Malaria rose from \$72 million in 2022 to \$133 million in 2023, while procurement for the UN Department of Peace Operations decreased from \$97 million to \$71 million.

Table 1. Buy for Partners – 2023 procurement by partner, 10 largest partners by procurement volume

Partner	Partner Category	\$ millions
World Bank Group	International financial institutions	465.5
Global Fund to Fight AIDS, Tuberculosis and Malaria	Multi-partner initiatives and vertical funds	133.1
Argentina	Government	113.3
Qatar	Government	94.2
UN Department of Peace Operations	United Nations	71.4
European Union	Regional and other intergovernmental organizations	64.4
Islamic Development Bank	International financial institutions	57.2
Germany	Government	44.3
Ecuador	Government	40.3
United States of America	Government	34.6



“As Ukraine responds and rebuilds, UNOPS stands by to support a recovery that accelerates the country’s progress towards the Sustainable Development Goals.”

Tim Lardner

UNOPS Regional Director for Europe and Central Asia

Ukraine: A multi-faceted approach

UNOPS is committed to supporting communities in Ukraine affected by the ongoing conflict. In 2023, UNOPS worked closely with its partners and the government of Ukraine to restore destroyed or severely damaged public infrastructure, deliver vital medical equipment and supplies, and rehabilitate schools to provide safe environments for children to learn and grow. UNOPS procurement for projects in Ukraine totalled \$79 million in 2023.

SDG 9. Repairing essential logistics infrastructure and network connectivity

With much of Ukraine’s infrastructure being severely damaged or destroyed, UNOPS is working to reduce the disruption to transport networks caused by the ongoing conflict. UNOPS is helping relink communities with transport access, improve the resilience of critical logistics chains, and accelerate the recovery and reconstruction of public infrastructure. With support from the World Bank, UNOPS has involved qualified technical experts in the implementation of the project, which has included the procurement of modular bridges and flatbed wagons as well as construction machinery and equipment.

Laser metal cleansing devices are delivered in Lviv, Ukraine.
© UNOPS/Taras Cheresnyuk





SDG 3. Delivery of equipment to blood transfusion station in Mykolaiv

UNOPS helped enhance healthcare for up to 40,000 patients annually with the procurement of advanced medical equipment for a blood transfusion station in Mykolaiv. Equipment that includes an automated blood separator and a whole blood processing platform is being used for blood transfusions that over 40 hospitals and clinics across the regions of Mykolaiv, Kherson and Odesa depend on. Through these procurement activities, UNOPS helped provide immediate care for patients with life-threatening conditions and contributed to the region's long-term health infrastructure.

[Find out more](#)

An employee at the Regional Blood Transfusion Station in Mykolaiv, Ukraine operates an IFA analyzer procured by UNOPS with funding from Novo Nordisk, the Danish pharmaceutical company.
© UNOPS/Taras Cheresnyuk



SDG 4. Providing safe and comfortable learning environments

UNOPS worked to restore stability for more than 14,000 students whose schools were damaged as a result of the war. Specialists performed detailed assessments that helped rehabilitate eight schools across the regions of Kyiv, Kharkiv and Chernihiv. With support from the European Union, the school restorations ensured facilities were safe and comfortable for students returning to school for the new academic year in September 2023.

[Find out more](#)

As part of the School Repairs in Ukraine project, Lozova Lyceum underwent renovations in 2023. © UNOPS/Yurii Veres



SDG 10. Enhancing access to education

Boosting educational accessibility is key to ensuring that students in Ukraine are not further affected by the damage and disruption the war has caused to public infrastructure and essential services, including transportation. UNOPS partnered with the government of Denmark to provide a total of 34 school buses across the regions of Dnipropetrovsk, Kharkiv and Mykolaiv. The school buses are essential for enhancing accessibility, allowing students to attend school regularly and providing them with continued educational opportunities.

[Find out more](#)

School buses provided by UNOPS in Ukraine's Dnipropetrovsk region. © Kharkiv Regional Administration

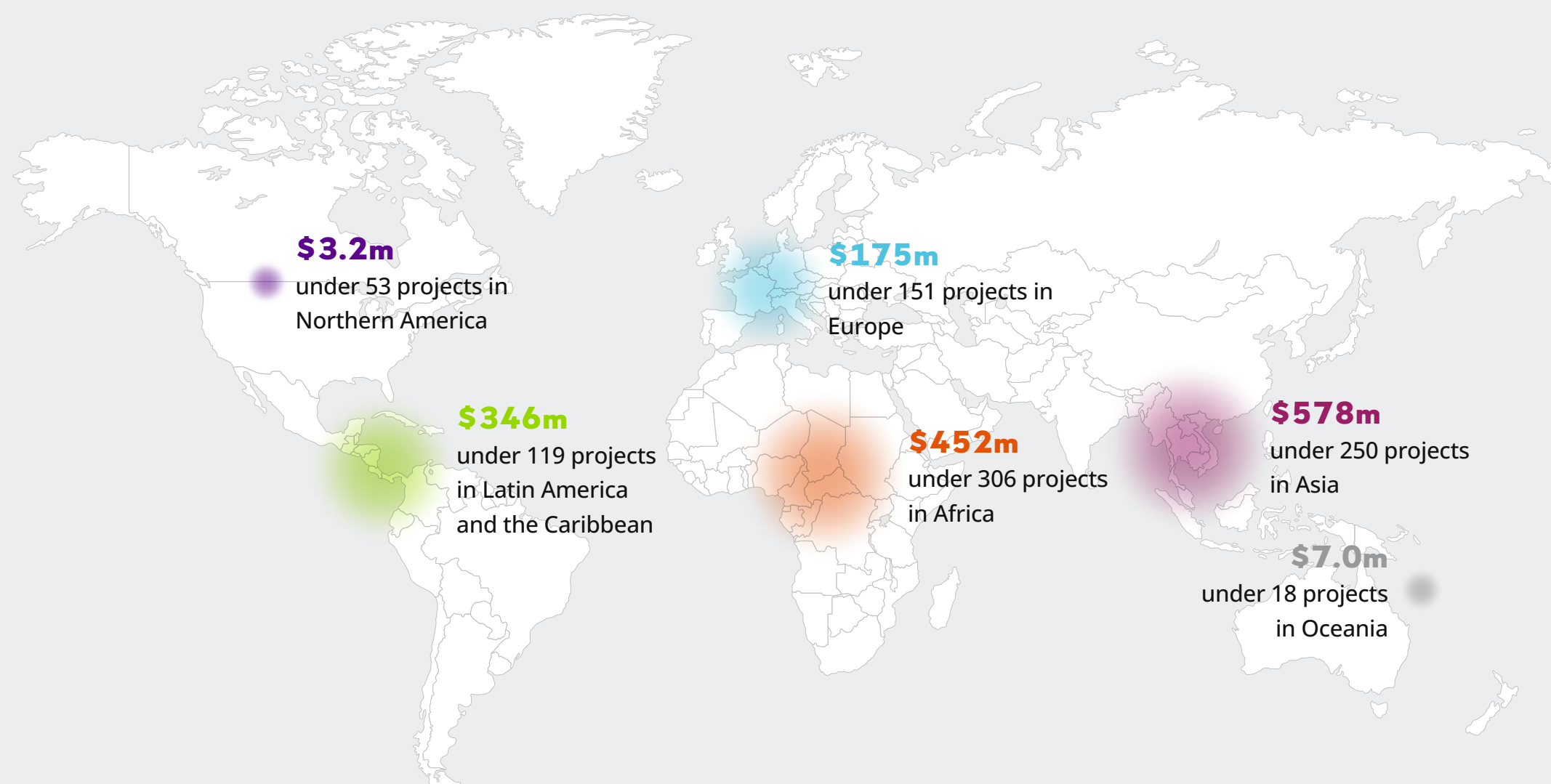
In 2023, UNOPS conducted procurement activities across 868 projects in 145 countries

Figure 3. Buy for Partners – procurement by project region, 2023

UNOPS procurement is conducted primarily on the ground, with support from procurement professionals in regional and global hubs.

Over \$578 million of procurement for partners was conducted under 250 projects in Asia, over one third of the total procurement amount. A further \$452 million was recorded under 306 projects in Africa, as well as \$346 million under projects in Latin America and the Caribbean.

Total procurement under projects exceeded \$100 million in 3 countries, with another 31 project countries exceeding \$10 million.



UNOPS conducted procurement for 393 projects in 43 out of the 45 least developed countries (LDCs) in 2023. Total procurement volume under these projects was \$732 million.

Furthermore, there were 198 projects in 31 landlocked developing countries (LLDCs), with a procurement volume of \$345 million, and 56 projects in 28 small island developing states (SIDS), with \$29 million.

Where possible, UNOPS procures locally to help promote local economic growth, especially in the most vulnerable of its project locations.

For projects in LDCs, LLDCs and SIDS, 41.5 per cent of procurement was conducted locally; however, the proportion of local procurement was higher in the infrastructure (86.1 per cent) and equipment and materials (54.2 per cent) categories. Find out more about the UNOPS [supplier base](#).

Figure 4. Buy for Partners – procurement projects in LDCs, LLDCs and SIDS

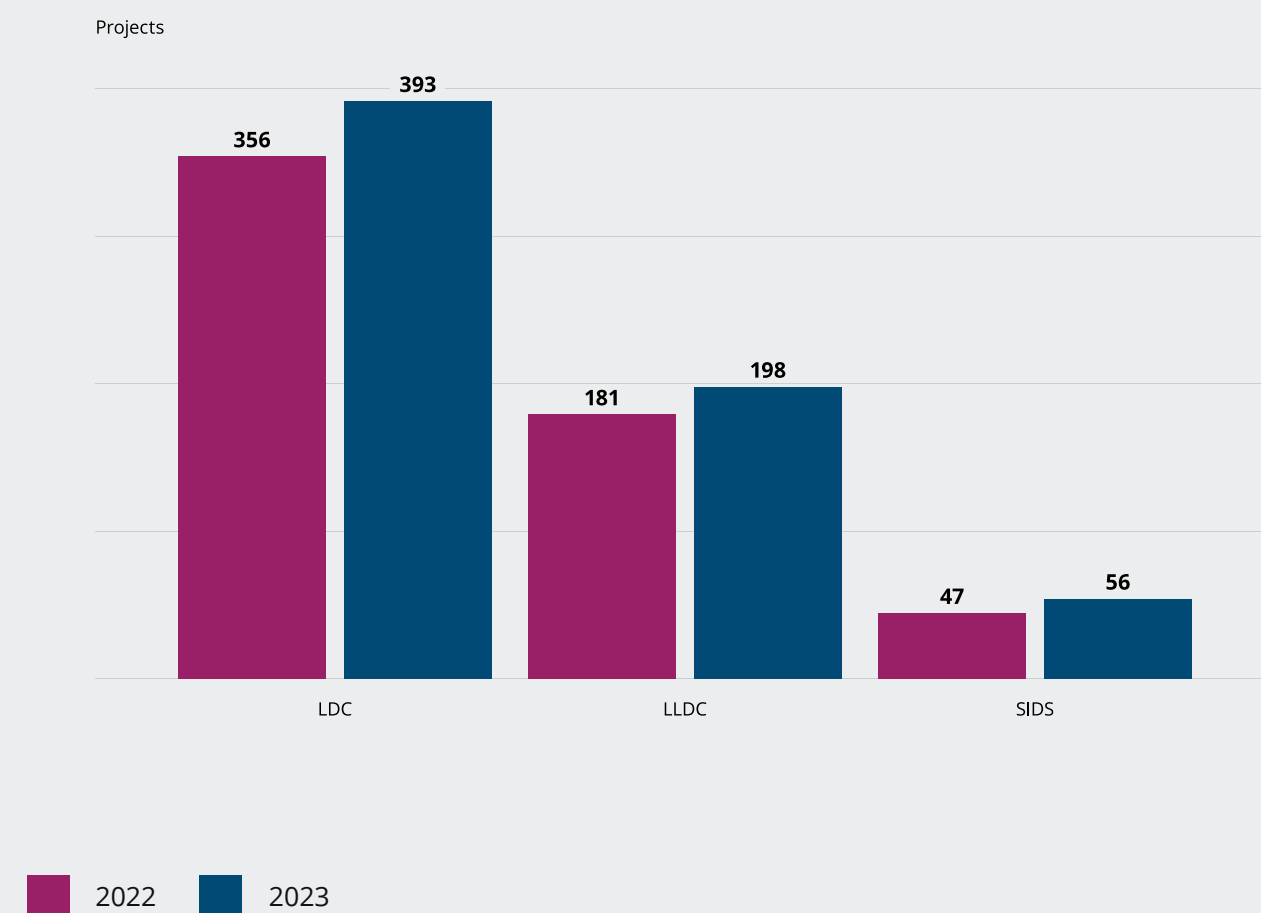
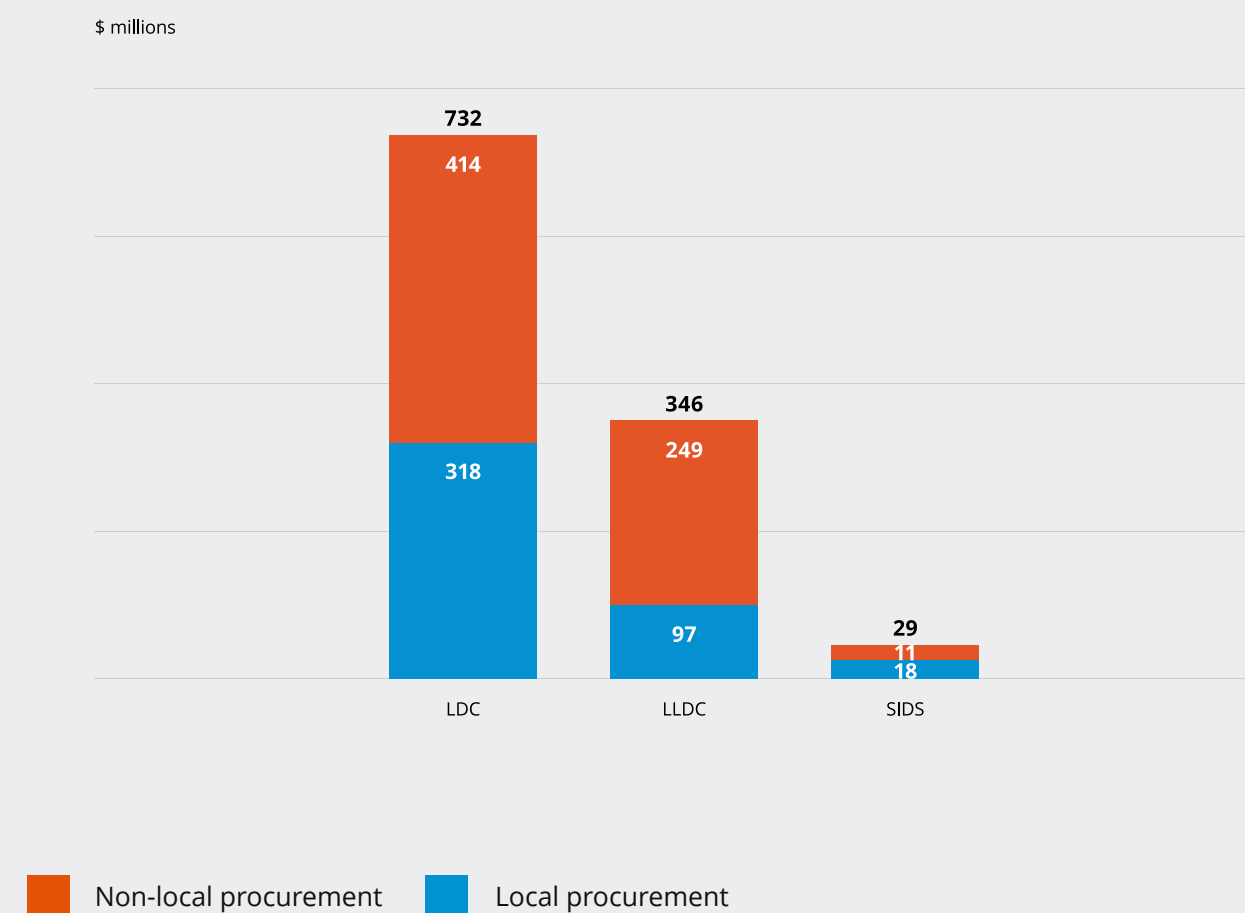
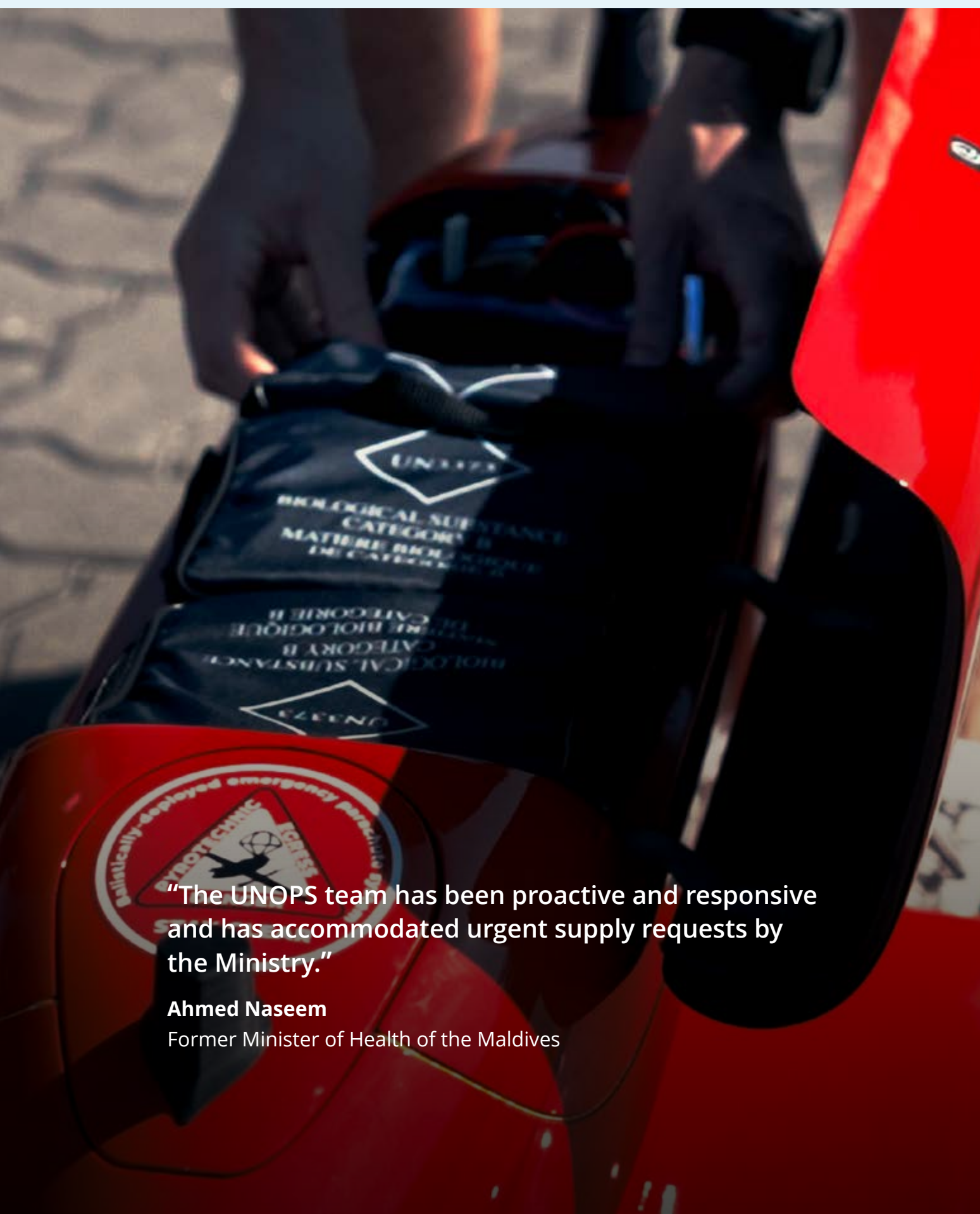


Figure 5. Buy for Partners – local procurement proportion in LDCs, LLDCs and SIDS, 2023





“The UNOPS team has been proactive and responsive and has accommodated urgent supply requests by the Ministry.”

Ahmed Naseem

Former Minister of Health of the Maldives

Maldives: Emergency procurement of critical care equipment and supplies

During the COVID-19 outbreak, the Maldives faced a lack of emergency supplies and medical equipment that put immense pressure on its healthcare system.

With \$13 million in funding from the Islamic Development Bank and in partnership with the World Bank and key stakeholders, UNOPS helped procure medical equipment and supplies – including diagnostic and laboratory equipment, an X-ray and mammography machine, an ultrasound and MRI scanner, two medical delivery drones and a variety of medical items – from 2020 until the end of 2023.

While bidding was open to international suppliers, there was a requirement to include suppliers from the Maldives. This resulted in local suppliers being awarded almost 50 per cent of the contracts, contributing to sustainability by helping grow the local economy.

Local suppliers also add value, as the equipment requires long-term maintenance. Access to their local expertise was taken into account and further shows the importance of sustainability considerations in procurement processes.

The strengthening of the healthcare system has helped the Maldives increase its preparedness and will help towards protecting Maldivians from any future effects of COVID-19.

UNOPS in the Maldives

Test flight of a drone delivering medical samples. © UNOPS



In 2023, 96.5 per cent of UNOPS procurement was conducted in the field

UNOPS procurement is largely decentralized, with only 3.5 per cent of procurement conducted in headquarters and 96.5 per cent by local procurement teams.

In 2023, the **Latin America and the Caribbean region** (LCR) was the largest regional organizational unit by procurement volume, with \$348 million of procurement recorded for 128 projects in 17 countries, including \$141 million in Argentina. While procurement in the region was focused on health in 2022, in 2023 the largest category was infrastructure (\$99 million), followed by ICT (\$94 million).

Procurement in the **Africa region** (AFR) reached \$301 million in 2023, with over 260 projects in 38 countries recording procurement activity. There was \$62 million worth of procurement under projects in Ethiopia and \$38 million in Mozambique. Infrastructure (\$83 million) was the largest category in the region. AFR procured the most in the vehicles category (\$74 million) across all regions.

UNOPS **multi-country programmes**, falling under the Global Portfolios Office (GPO), address a range of issues that cross borders, from improving peace and security across Africa and the Middle East to helping build resilience to climate change in small island developing states. Procurement for these programmes was worth \$279 million in 2023, including \$104 million in the health category and \$56 million under operations and administration. GPO's procurement benefitted 124 countries.

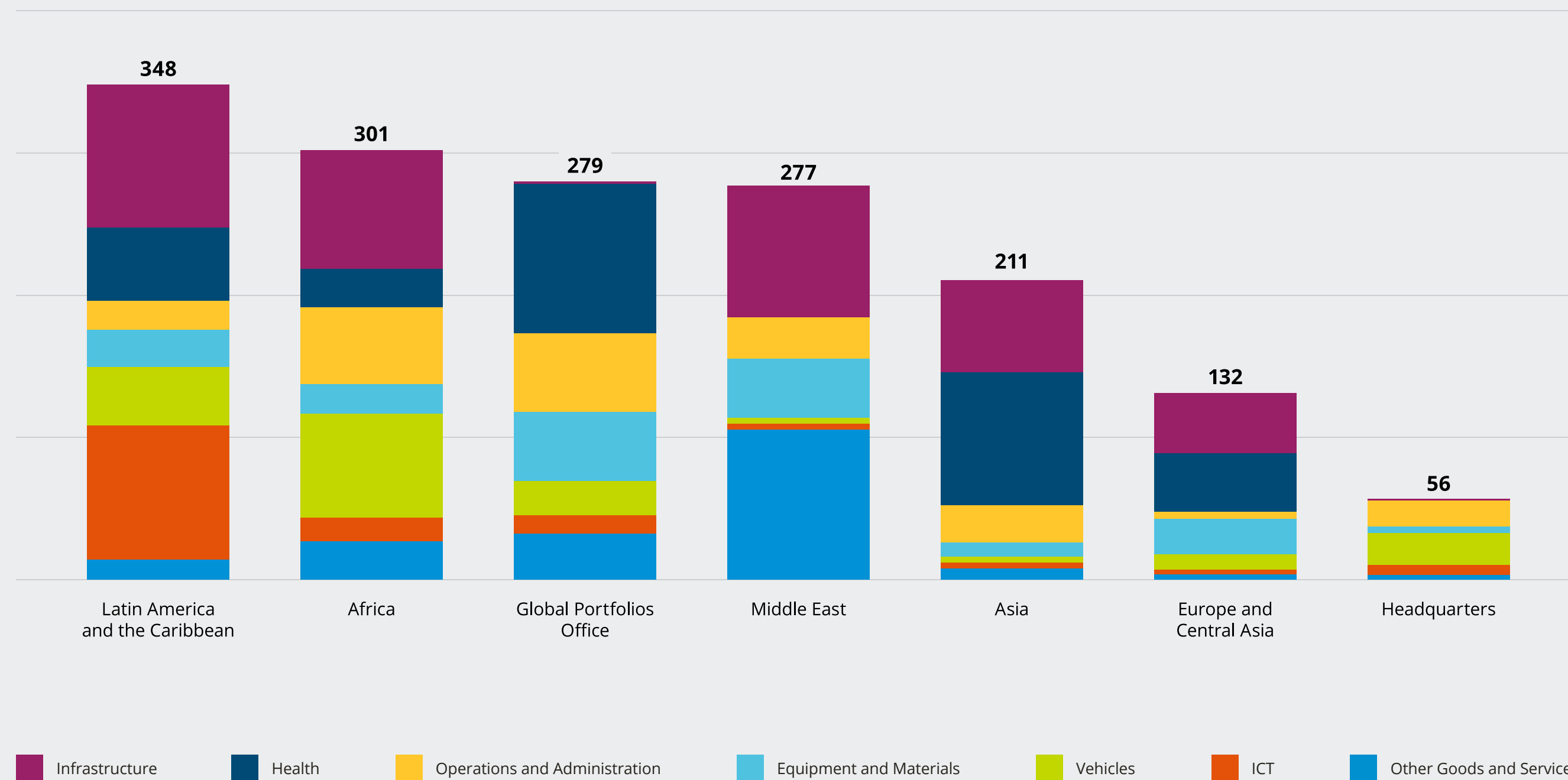
The **Middle East region** (MR) was responsible for \$277 million worth of procurement in 2023, spanning projects in eight countries. More than one third of the total was in the other goods and services category, including \$94 million for the procurement of fuel and delivery to the Gaza Power Plant in the State of Palestine. The second-largest category was infrastructure, with \$92 million. MR is the second-largest procuring region in this category after LCR.

In the **Asia region** (AR), almost half of the \$211 million total procurement was in the health category, with \$94 million worth of related goods and services procured. There were over 150 projects in 24 countries recording procurement in the region, including \$76 million worth of procurement in Myanmar and \$57 million in Afghanistan.

In the **Europe and Central Asia region** (ECR), there were large increases in procurement for projects in Ukraine and Uzbekistan. In Ukraine, the procurement volume reached \$72 million compared to \$21 million in 2022, while in Uzbekistan, it rose to \$41 million compared to just \$644,000 the year before. Total procurement in the region was worth \$132 million, predominantly in the infrastructure and health categories.

Figure 6. Buy for Partners – 2023 procurement by UNOPS region and category

\$ millions



The profile of UNOPS procurement spend in 2023 continued to evolve with the needs of its partners. While procurement of goods and services in the health and other goods and services categories fell, there were increases in other categories.

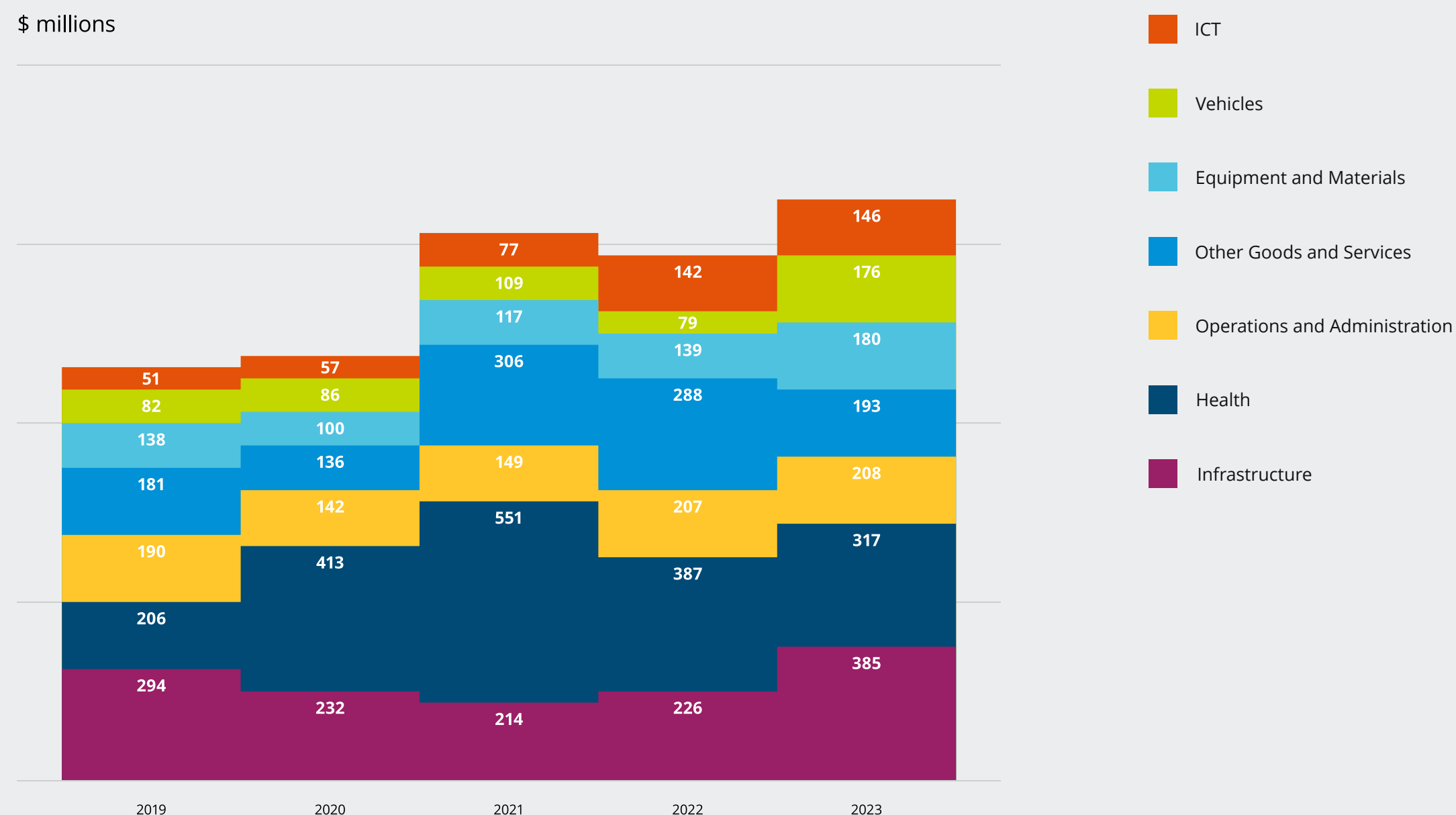
Infrastructure became the largest category of procurement in 2023 following a substantial increase compared to the year before – up by \$158 million, or 70.1 per cent, to \$384 million.

There was also a large increase in the procurement of vehicles – up from \$79 million in 2022 to \$176 million in 2023.

Health was the second-largest category, despite procurement in that category reducing by 18.0 per cent (excluding the PharmaMX project). There was also a reduction of 33.0 per cent in the other goods and services category.

Figure 7.

Buy for Partners – trend by category (excludes PharmaMX project)



Infrastructure

\$385m

total procurement 2023

▲ 70%

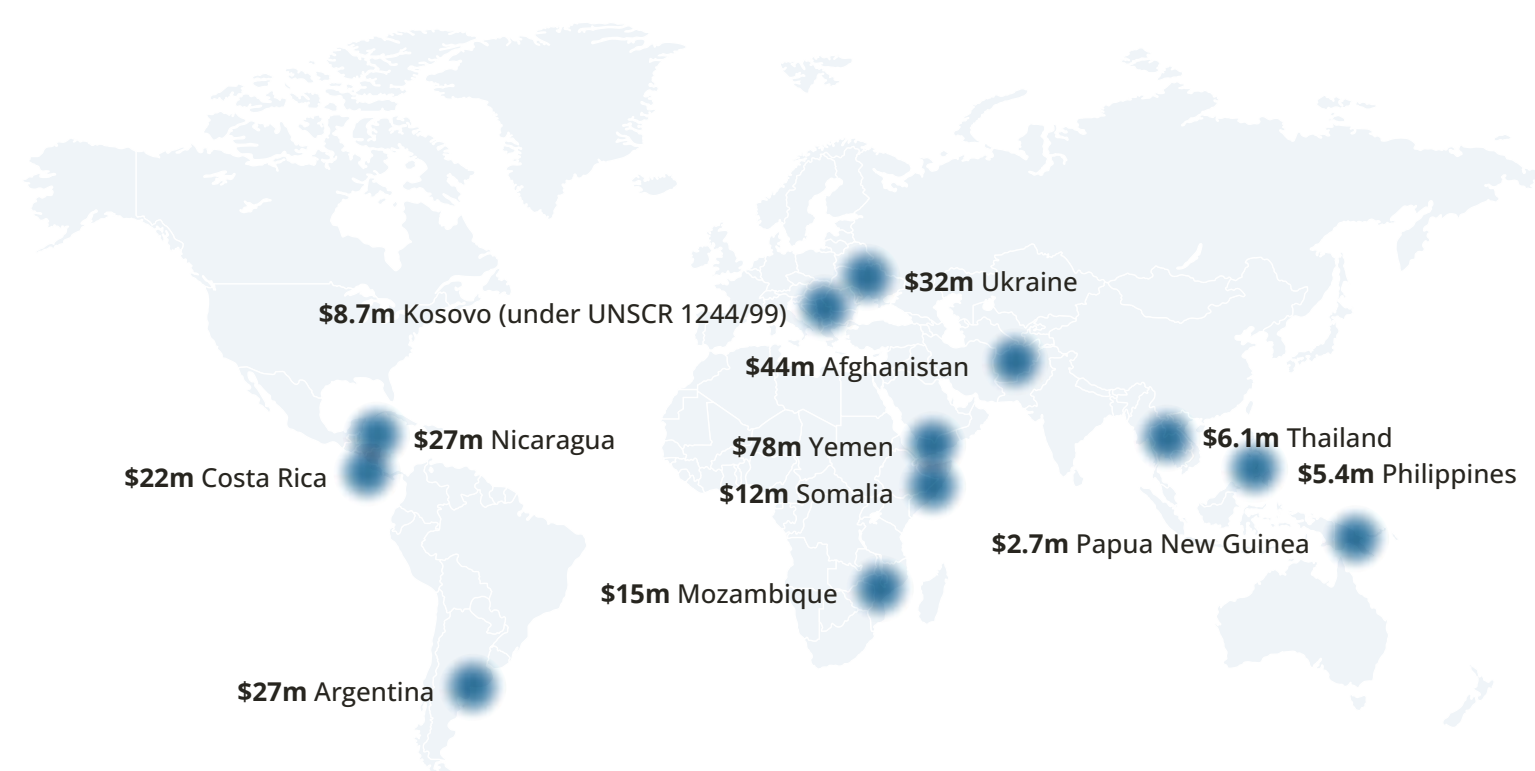
change in procurement
compared to 2022

949

suppliers in the category 2023



Figure 8. Buy for Partners – project countries with 2023 infrastructure procurement exceeding \$1 million



Procurement is a key part of UNOPS infrastructure delivery for its partners. In 2023, infrastructure was the largest procurement category, with an increase in both the engineering works and engineering and technical services sub-categories. Infrastructure projects involved the construction of hospitals, roads, bridges, schools, housing, water and sanitation assets, cultural buildings and police facilities, among others.

Around 40 per cent (\$155 million) of the infrastructure-related procurement was for projects in Asia, with \$99 million in Latin America and the Caribbean and \$83 million in Africa.

Over 20 per cent of this procurement was for projects in Yemen, totalling \$78 million in 2023 – up from \$38 million in 2022. Of this, \$57 million was under projects supported by the World Bank, and \$21 million under projects supported by the Kreditanstalt für Wiederaufbau (KfW).

There were also significant increases in Afghanistan (from \$5.7 million to \$44 million), Ukraine (from \$684,000 to \$32 million) and Costa Rica (from \$6.1 million to \$22 million).

Mauritania: Strengthening access to justice

Infrastructure is being used to support Mauritania's Justice Reform Support Programme with the aim of providing communities with a more efficient justice system and enhanced rule of law.

UNOPS is helping modernize Mauritania's judicial infrastructure by managing the construction of a regional courthouse in the city of South Nouakchott and two departmental courthouses in the towns of El Mina and Boutilimit.

UNOPS was responsible for the project's procurement aspects, including tendering and awarding contracts for the design of the courthouses and hiring the building contractors.

Sustainability was a key consideration in the design and procurement processes. The buildings featured double partitions and thermal insulation, making them energy efficient. They also incorporated gender-responsive and disability-inclusive components such as separate detention cells and toilet blocks for the privacy and safety of detainees, as well as standardized access ramps for people with reduced mobility. Hiring local contractors also helped support the local economy and employment.

[Find out more](#) | [UNOPS in Africa](#)

"The modernization of our judicial infrastructure is not an isolated act. It is part of a series of concerted efforts to achieve a global vision aimed at improving the quality of life of all our citizens."

Mohamed Mahmoud Ould Cheikh Abdallahi Bin Boya.
Minister of Justice of Mauritania

Construction of the Moughataa courthouse in progress in Boutilimit, Mauritania.
© UNOPS



Health

\$318m

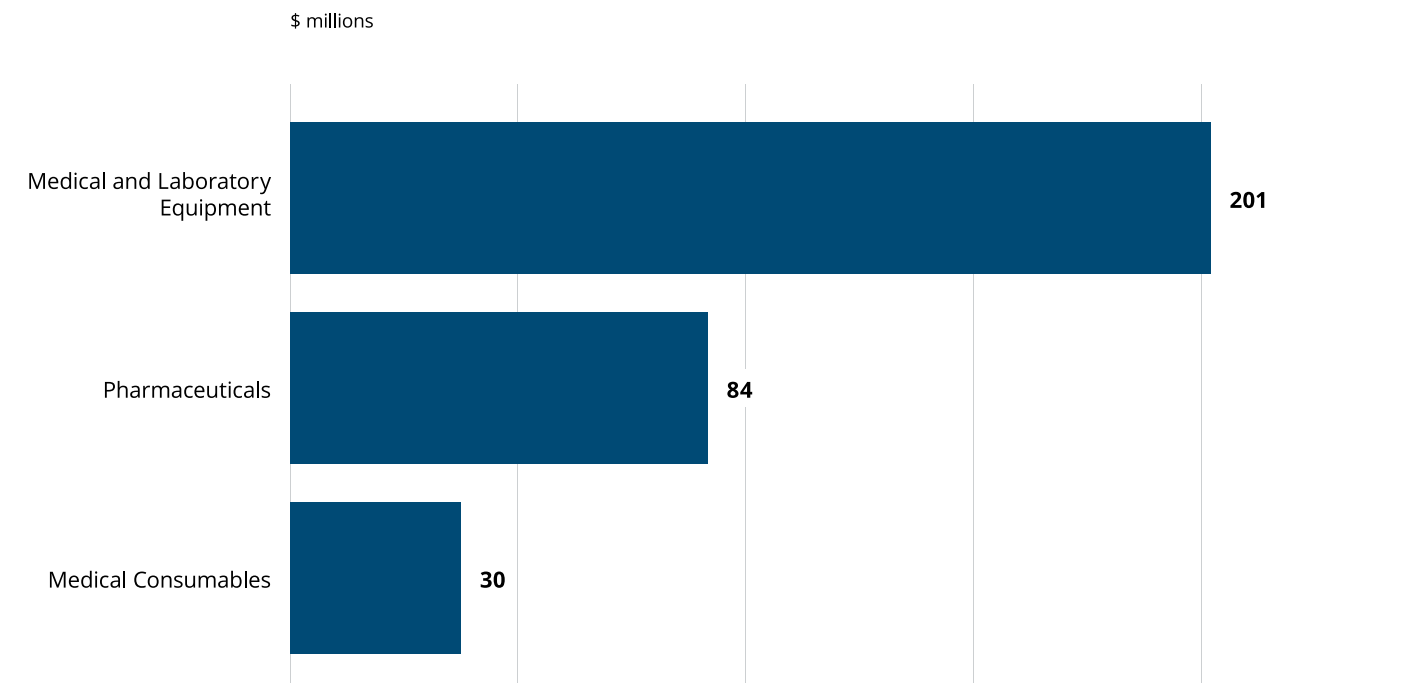
total procurement 2023

▼ 18%

change in procurement compared to 2022 (excluding PharmaMX)

528

suppliers in the category 2023

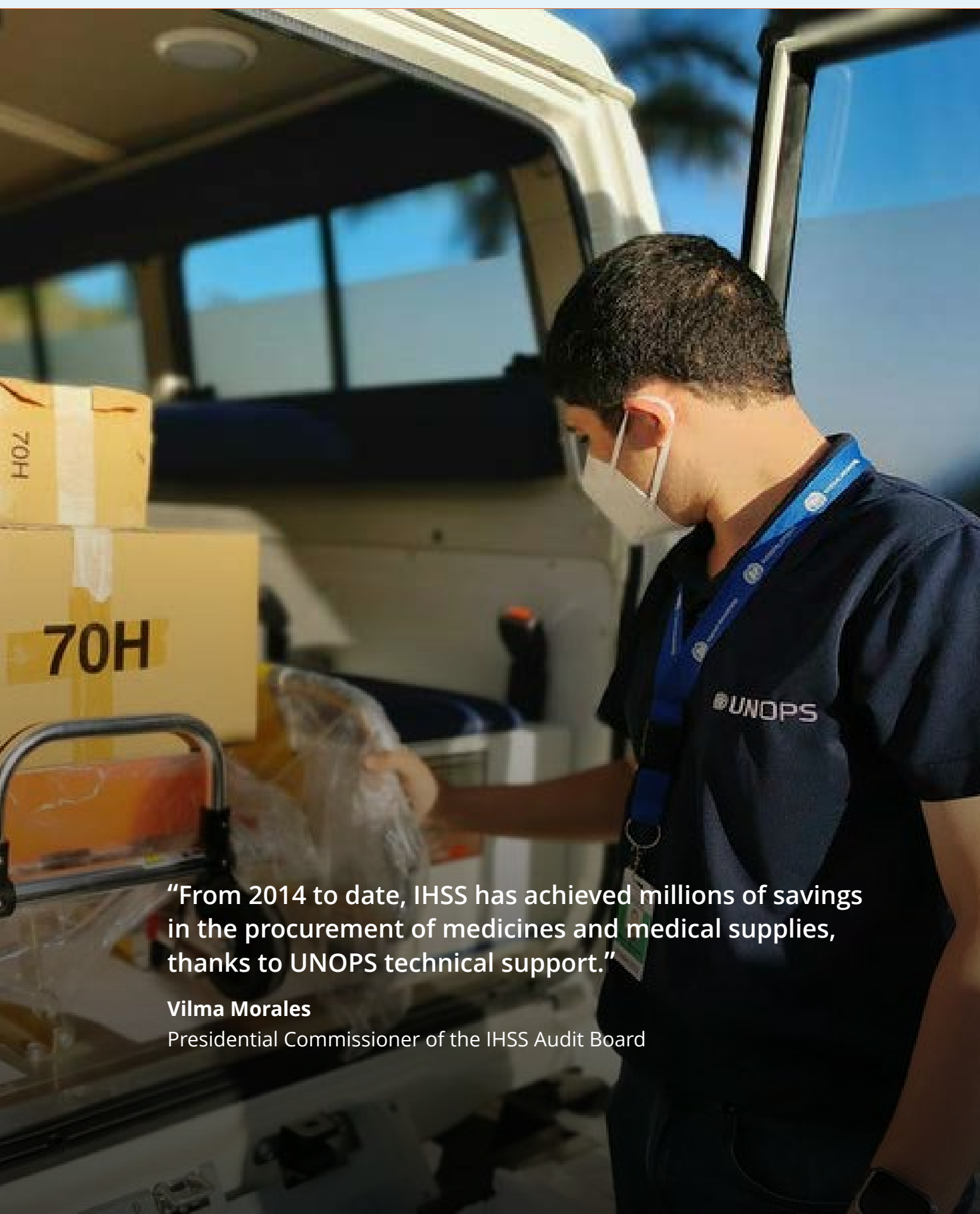
**Figure 9.** Buy for Partners – 2023 procurement by sub-category – health

Despite a decrease in the procurement of health goods and services in 2023, it remains one of the largest categories for UNOPS. Procurement of medical and laboratory equipment, in particular, increased in 2023 by \$18 million or 10.0 per cent to \$201 million, compared to 2022.

Almost 42 per cent of the \$318 million procurement in the category was on behalf of government partners. This includes \$22 million for Honduras, under the project assisting the Honduran Social Security Institute (IHSS) with the delivery of medicines and surgical medical supplies.

The Stop TB Partnership, which is hosted by UNOPS, conducted procurement worth over \$103 million, including \$69 million funded by government partners. The partnership procured laboratory equipment worth \$86 million and pharmaceuticals worth \$17 million. Additionally, almost \$47 million worth of health-related products were procured as part of the Global Fund Programme in Myanmar, including \$21 million in pharmaceuticals and \$15 million in medical facility products.

More than half of the procurement in the category was under 117 different long-term agreements (LTAs) held with 92 different suppliers.



“From 2014 to date, IHSS has achieved millions of savings in the procurement of medicines and medical supplies, thanks to UNOPS technical support.”

Vilma Morales

Presidential Commissioner of the IHSS Audit Board

Honduras: Assistance to the Honduran Social Security Institute

Since 2014, UNOPS has been assisting the Honduran Social Security Institute (IHSS) with procurement and helping build strong institutions for the social security programme.

Recently, significant progress has been made in relation to the implementation of a comprehensive gender, diversity and inclusion (GDI) action plan for the IHSS. As part of efforts centred around institutional strengthening, UNOPS is working to promote GDI within the IHSS and across the suppliers it interacts with in the private sector, as well as to enhance partner capabilities in upholding principles of equality and non-discrimination in accessing healthcare and social security.

In 2023, 18 corrective and preventive action plans (CAPAs) were issued to IHSS suppliers under the UNOPS supplier sustainability programme, DRiVE. These provide recommended actions that allow suppliers to voluntarily enhance their sustainability efforts, including efforts focused on GDI.

In response to the CAPAs issued, a total of 3 suppliers completed action plans in 2023, which included 19 improvements to promote equality and inclusivity, human rights and good labour standards.

The DRiVE programme is playing an important role in promoting the project’s objective of improving sustainability practices and standards through GDI within the Honduran supply chain.

[Find out more](#) | [UNOPS in Honduras](#)

An ambulance is delivered in Honduras. © UNOPS



Operations and administration

\$208m

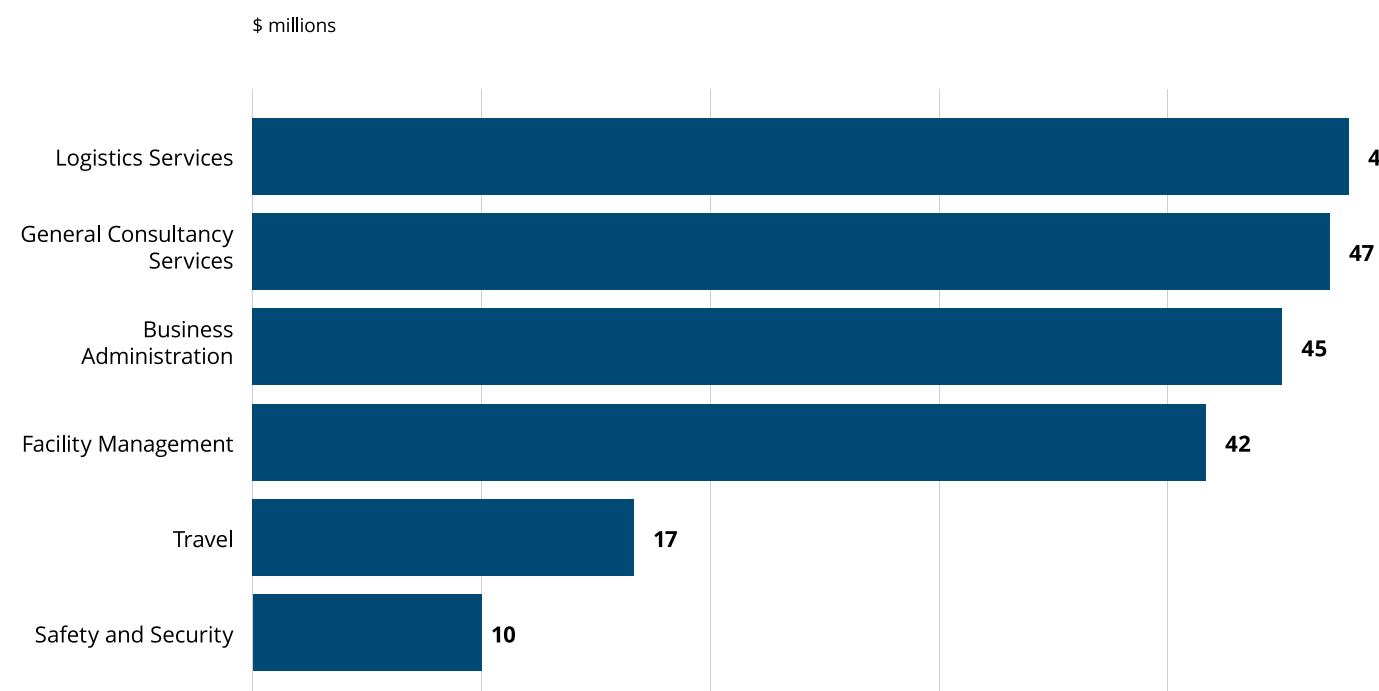
total procurement 2023

▲ 1%change in procurement
compared to 2022**2,945**

suppliers in the category 2023



Figure 10. Buy for Partners – 2023 procurement by sub-category – operations and administration



Procurement under this category assists in the implementation of UNOPS projects and support services, ultimately impacting the organization's beneficiaries.

Almost \$48 million was spent on logistics services in 2023 – \$20 million less than in 2022 but still higher than the previous peak of \$40 million in 2021. About 70 per cent of this was under long-term agreements. The amount spent on general consultancy services increased by \$7.4 million to \$47 million, while \$45 million was spent on business administration services, \$11 million more than the year before. Travel spend reached the highest level since 2020 but was still below pre-pandemic levels – about 63 per cent of this spend was procured under an LTA.

Just under 90 per cent of procurement under this category was for projects on behalf of partners, while about \$26 million was related to internal management expenditure.

Equipment and materials

\$180m

total procurement 2023

▲ 29%

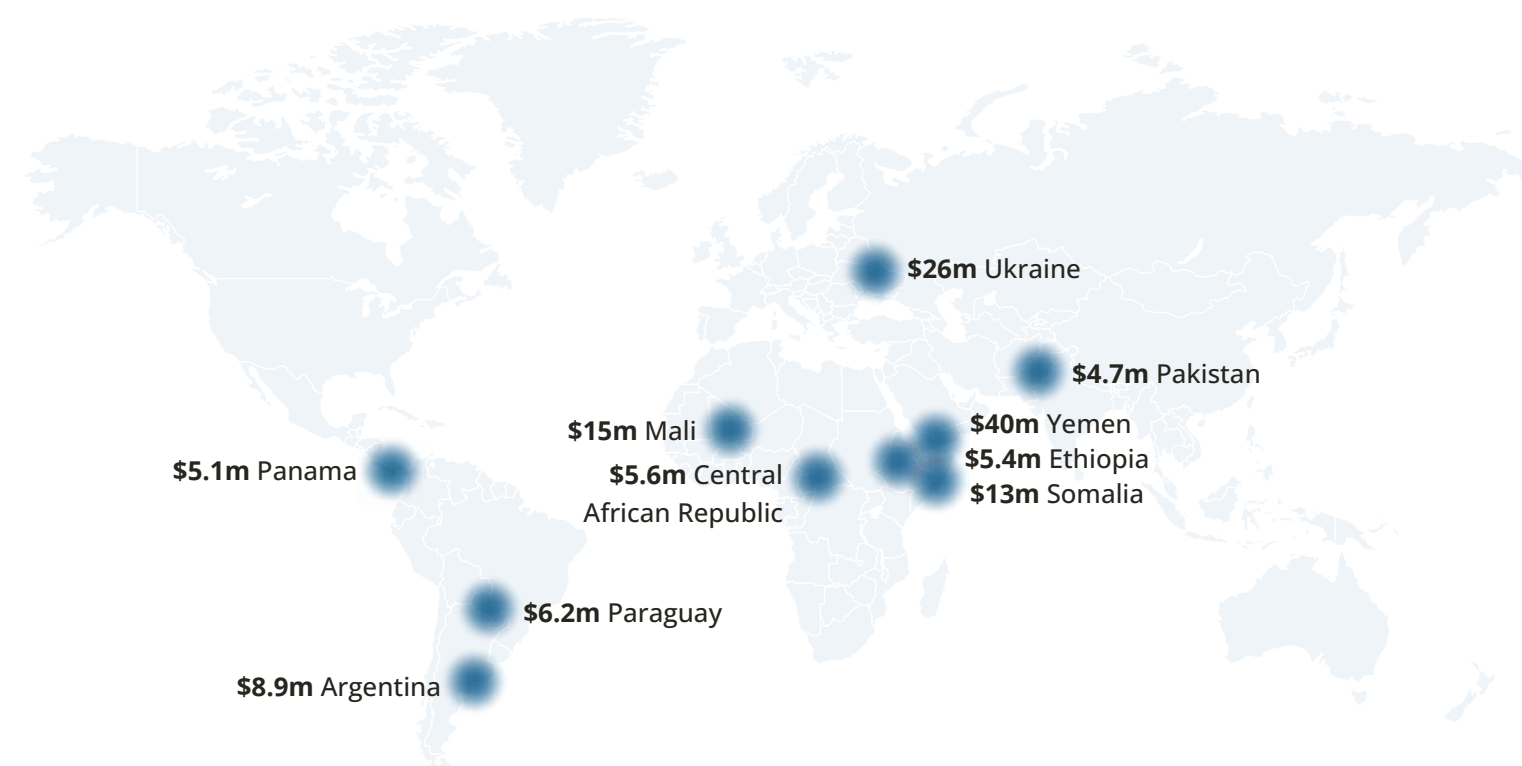
change in procurement
compared to 2022

877

suppliers in the category 2023



Figure 11. Buy for Partners – 2023 procurement by project country – equipment and materials



Procurement in the equipment and materials category reached its highest level in 2023 – up \$40 million compared to 2022.

The increase was driven primarily by the electricity generation and storage equipment sub-category, in which the spend reached \$48 million, compared to \$13 million the year before. Over two thirds of this was related to the procurement of solar generators for projects in Yemen, but these items were also procured for projects in Sierra Leone and Myanmar. About \$11 million worth of diesel generators were also procured, primarily for projects in Ukraine but also in Yemen.

There were also increases in the equipment and materials sub-categories. However, procurement in the demining and disarmament category fell by 37.2 per cent or \$25 million.

There was \$26 million of procurement in the category for projects in Ukraine, \$8.9 million in Argentina and \$4.7 million in Pakistan.



“UNOPS and KOICA have provided us with mobile water quality testing labs, which can travel to remote areas where there are no water quality testing labs. These mobile laboratories can collect samples and test the water quality. UNOPS has also provided us with management information system software to help make our operations paperless and more efficient.”

Shahid Sohail Khan

Secretary Public Health and Engineering Department, Khyber Pakhtunkhwa

Pakistan: Enhancing water quality monitoring systems

With support from the Korea International Cooperation Agency (KOICA), UNOPS is working in collaboration with Pakistan's Ministry of Climate Change and provincial governments to ensure millions of people across Pakistan have access to safe drinking water.

As a part of this, UNOPS has procured advanced equipment to upgrade water quality testing laboratories across 35 districts in the provinces of Islamabad, Punjab and Khyber Pakhtunkhwa (KP), with suppliers delivering training in using the equipment. UNOPS also procured and implemented a management information system that is strengthening coordination and water quality management between the provincial governments of Punjab and KP.

In addition, in 2023, UNOPS procured eight mobile water testing laboratories for KP province. The state-of-the-art vehicles will help the government respond to public emergencies during natural disasters and mitigate the spread of waterborne diseases.

While helping address multiple Sustainable Development Goals, the project is also aligned with the government of Pakistan's Vision 2025 and the United Nations Sustainable Development Cooperation Framework for Pakistan 2023-2027.

UNOPS in Pakistan

A lab technician tests water for impurities in Islamabad, Pakistan.
© UNOPS/Arooj Zahra



Vehicles

\$176m

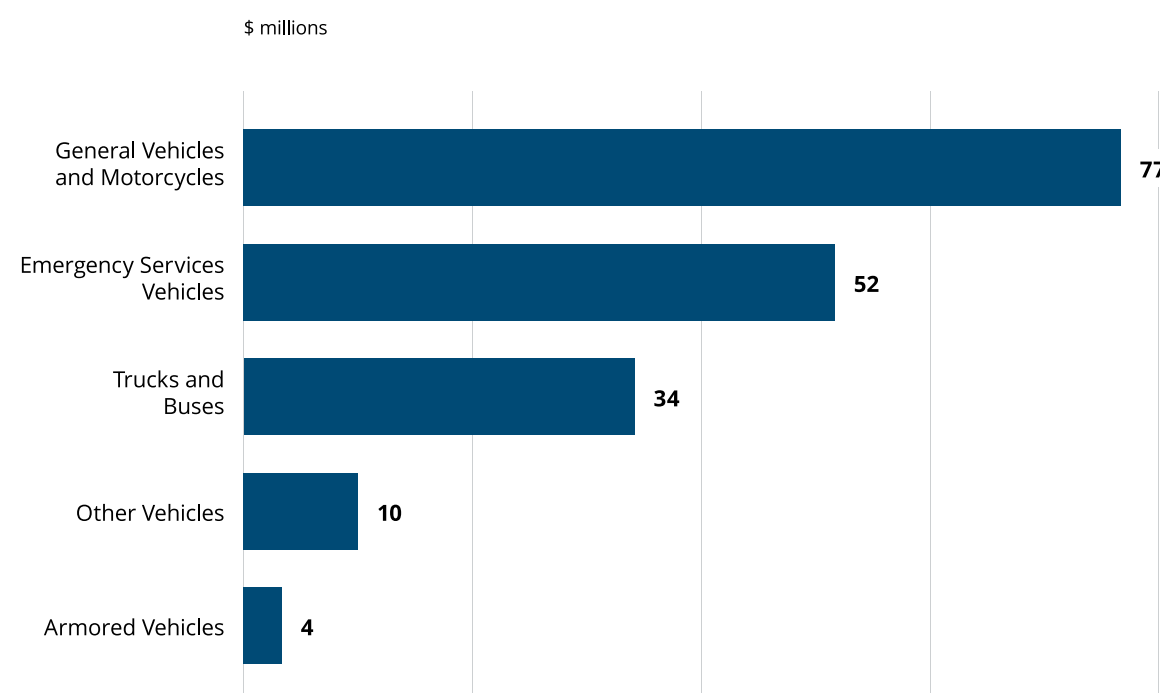
total procurement 2023

▲ 123%change in procurement
compared to 2022**121**

suppliers in the category 2023



Figure 12. Buy for Partners – 2023 procurement by sub-category – vehicles

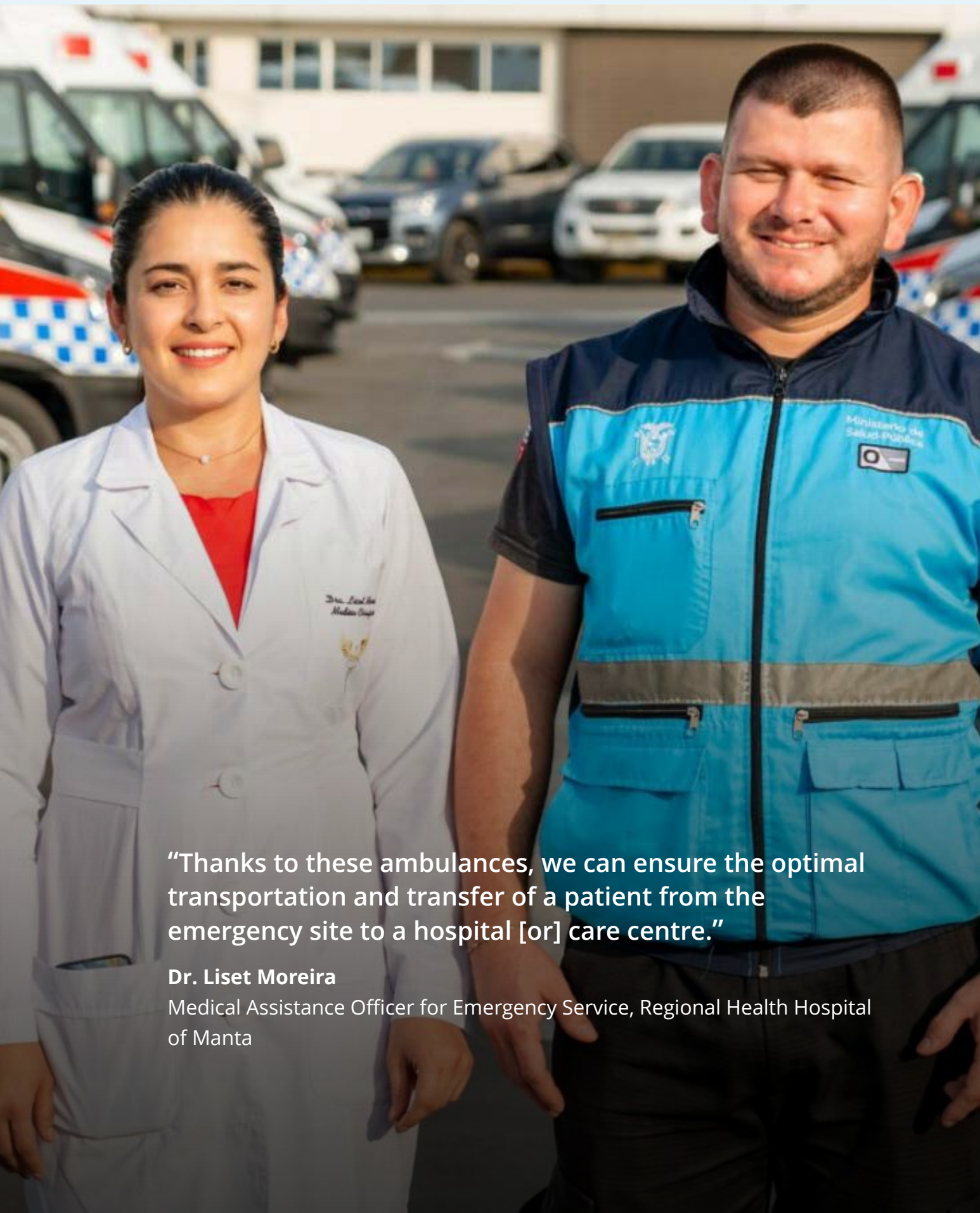


Procurement of vehicles more than doubled from 2022 to 2023, reaching a record \$176 million compared to \$79 million in 2022 and \$109 million in 2021. The increase was across most sub-categories, with an additional \$36 million spent on general vehicles and motorcycles, \$40 million on emergency services vehicles and \$20 million on trucks and buses.

About 38 per cent of the procurement spend was on behalf of government partners, while approximately 41 per cent was supported by international financial institutions.

Approximately \$41 million worth of vehicles were procured for projects in Ethiopia, including \$13 million worth of ambulances and \$9.2 million worth of motorcycles. For projects in Ecuador, \$31 million worth of ambulances were procured.

Almost \$112 million of the vehicle procurement, or approximately 64 per cent of the total, was facilitated by UN Web Buy Plus – double the volume handled through this channel in 2022.



“Thanks to these ambulances, we can ensure the optimal transportation and transfer of a patient from the emergency site to a hospital [or] care centre.”

Dr. Liset Moreira

Medical Assistance Officer for Emergency Service, Regional Health Hospital of Manta

Ecuador: Advancing emergency health services

UNOPS is working with Ecuador’s Ministry of Public Health (MSP) to help strengthen and build its capacity. Ongoing collaboration will aim to make the procurement processes within Ecuador’s public health system more efficient and transparent.

The MSP’s existing ambulances were outdated and limited and were constraining access to healthcare for many Ecuadorians already facing challenges in accessing hospitals due to their remote locations, the complex geography and long distances to the nearest health facilities.

In 2023, UNOPS procured 186 new life support ambulances on behalf of MSP that will help support roughly 10 million people across 26 provinces.

The project will also provide technical training for nurses, paramedic staff and ambulance drivers. They will be trained in the use of new life support equipment – including defibrillators, oximeters, and resuscitation and diagnostic kits – with additional training in vehicle maintenance and safe driving practices for ambulance drivers.

[Find out more](#) | [UNOPS in Latin America and the Caribbean](#)

Health workers stand in front of a fleet of new ambulances purchased by UNOPS for the Ministry of Public Health of Ecuador.
© UNOPS/William Castellanos



Information and Communications Technology

\$146m

total procurement 2023

▲ 2%

change in procurement
compared to 2022

941

suppliers in the category 2023



Table 2. Buy for Partners – 2023 procurement by partner category – ICT

Partner Category	\$ millions
Government	81.1
International financial institutions	38.3
Multi-partner initiatives and vertical funds	12.4
Regional and other intergovernmental organizations	3.7
United Nations	2.6
Other	0.4
<i>Administrative project</i>	<i>7.1</i>

Procurement of ICT equipment and services accounted for about 9 per cent of overall UNOPS procurement in 2023. Approximately \$138 million was related to procurement on behalf of partners, while \$7.1 million was related to internal management expenditure.

Projects in Argentina accounted for about 60 per cent, or \$87 million, of the total ICT expenditure, including \$67 million worth of computers, \$6.9 million of components and \$4.4 million of software. Over half of the procurement in the category was on behalf of government partners.

A total of \$78 million worth of ICT procurement was facilitated by UN Web Buy Plus, \$60 million of which was related to the projects in Argentina. Over 65 per cent of procurement in the category was carried out under LTAs with 106 suppliers.

The majority of procurement in the category was for equipment, worth \$129 million, including \$91 million worth of computers. Procurement of ICT services increased by \$5.8 million to \$17 million.



Argentina: Supporting the digital education plan

As part of Argentina's digital education plan, UNOPS is supporting the Ministry of Education of the City of Buenos Aires to procure \$163 million worth of ICT equipment for more than 1,500 public schools.

In doing so, UNOPS has worked with the ministry to ensure sustainability requirements have been embedded within the project.

One example is the inclusion of a climate criterion in the tender for equipment, with a focus on reducing the climate impact of the supply chain and building supplier capacity around climate action. All potential suppliers were required to submit a calculation of their expected carbon emissions. To assist suppliers and build their capacity, UNOPS provided each of them with a series of recommendations, tools and guidance.

A clause was also added to ensure the successful suppliers would commit to measuring their carbon footprint for the duration of the contract.

A total of eight suppliers submitted emissions calculations, two of whom were awarded contracts. UNOPS has engaged directly with the two suppliers and is providing continued support. Voluntary corrective action plans focused on climate topics were also shared with the suppliers. As of the end of 2023, one of the suppliers has already successfully completed some of the corrective actions.

UNOPS in Argentina

Bandera Polo Mugica school in the city of Buenos Aires.
© UNOPS/Julia Ruttiman



Other goods and services

\$193m

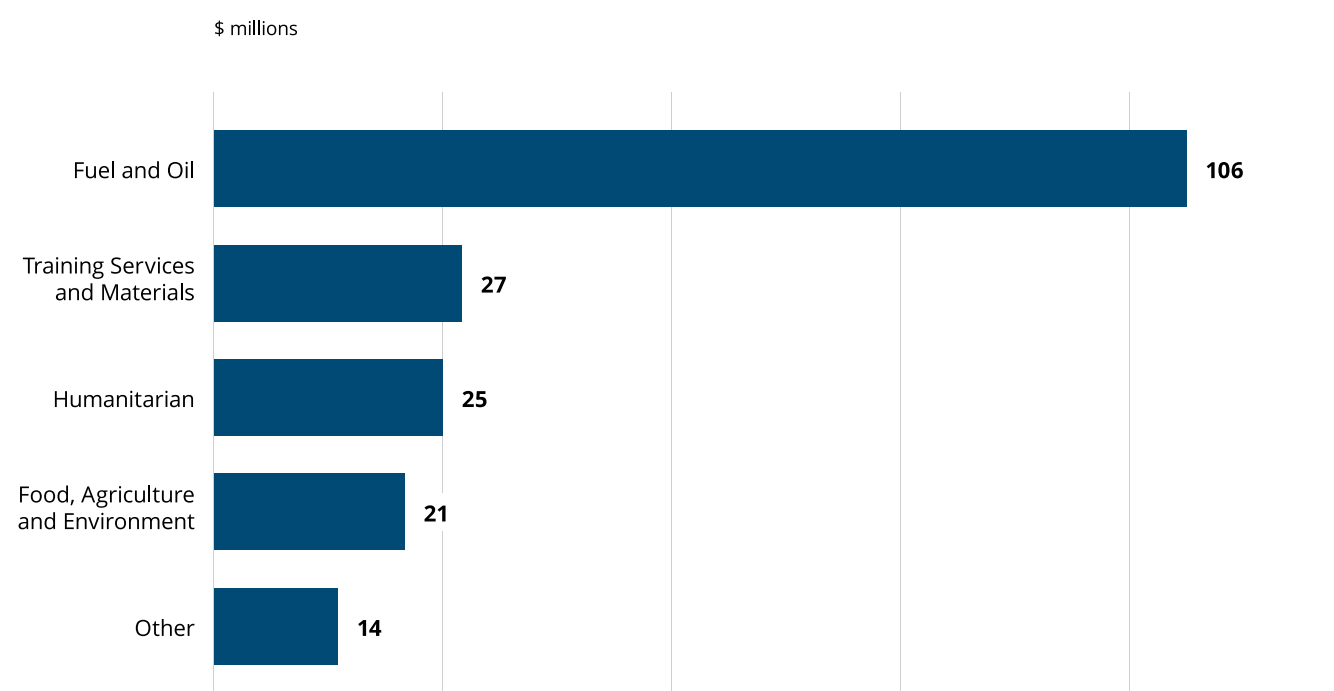
total procurement 2023

▼ 33%change in procurement
compared to 2022**848**

suppliers in the category 2023



Figure 13. Buy for Partners – 2023 procurement by sub-category – other goods and services



The largest component of procurement under other goods and services was the \$106 million spend on fuel and oil products. Of this, \$94 million was related to the supply of fuel in the State of Palestine – \$44 million less than in 2022. There was also \$8.9 million spent on fuel for projects in Yemen. Where possible, UNOPS pursues low carbon alternatives to electricity generation and transport with partners.

Training services and materials was the next largest sub-category; however, the procurement volume was 55.8 per cent lower than the previous year. Goods and services worth \$4.8 million were procured for projects in Nicaragua and \$3.2 million each for Afghanistan and Somalia.

Procurement of humanitarian-related goods and services was also lower, with \$24 million spent on peacekeeping services, compared to \$31 million in 2022. Spend on food, agriculture and environment-related products was down by \$17 million compared to 2022.

Building sustainable supply chains

UNOPS Health, Safety and Social-Environmental Analyst takes notes in Koupa Menke-Ori village, western Cameroon. © UNOPS/Elise Laker

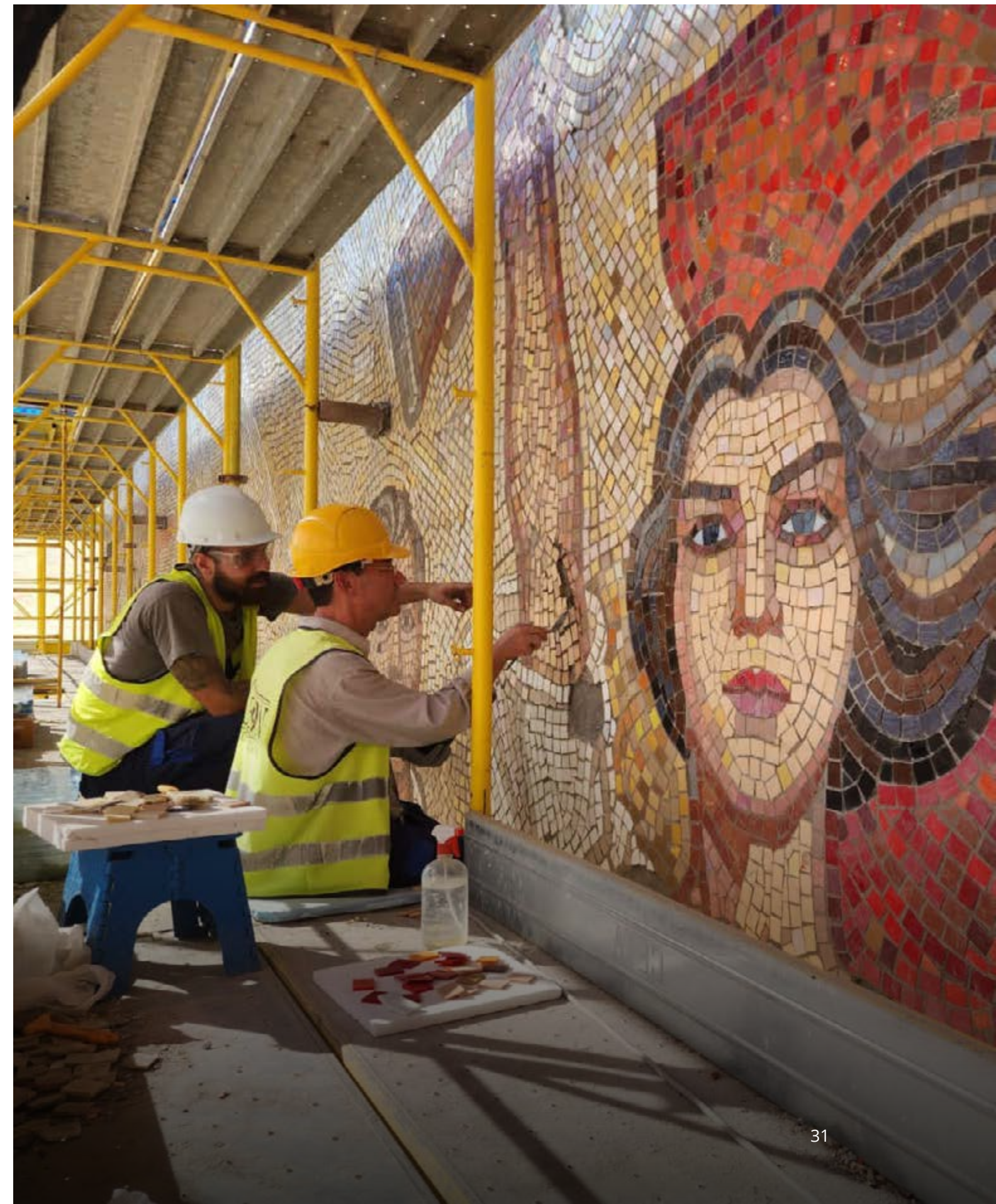
Realizing potential through sustainable procurement

While UNOPS often refers to funding organizations and beneficiary countries as its partners, the organization also considers its suppliers as key partners when it comes to realizing its objectives through procurement. Building a resilient and sustainable supply chain is not only essential to deliver the goods and services we need, but is in itself an important catalyst for economic development.

UNOPS implements sustainable and resilient procurement practices that can strengthen supply chains, enhance transparency and facilitate inclusive choices. Diversifying supply chains can give businesses owned by women, young people, persons with disabilities and ethnic minorities a chance to prosper.

Furthermore, UNOPS has been on a journey, together with its partners, to improve not only how it procures but also the sustainability of the goods and services it procures. Nevertheless, there's still a way to go, and UNOPS will continue to broaden its focus not just on procurement but on its wider supply chain as well.

Repairs take place on an iconic mosaic at Albania's National History Museum as part of the €40 million EU4Culture project to support the restoration, revitalization and sustainable development of cultural heritage sites in Albania. © UNOPS/Gent Shkullaku



From sustainable procurement to sustainable supply chains



2008-2010	2011-2014	2015-2017	2018	2019-2020	2021-2022	2023-
Early adopters UNOPS was the first UN organization to have a dedicated section on sustainable procurement in its procurement manual	Dispelling the myths Sustainability mainstreamed in procurement manual First UN guide for sustainable procurement – <i>Buying for a better world</i> Chartered Institute of Procurement and Supply (CIPS) – Sustainable Procurement Review (SPR) – bronze, then silver award	Supplier development and diversity Development of dedicated programme for supplier diversity and inclusion – UNOPS Possibilities programme CIPS SPR – awarded gold level three years in a row (2016-18) Sustainability monitoring in supplier performance evaluations	Supplier sustainability Introduction of dedicated programme for supplier sustainability: DRiVE	Sustainable procurement framework Establishment of mandatory sustainability requirements in tenders, including sustainability criteria and supplier sustainability screening with DRiVE	Leadership in sustainable procurement Revised Sustainable Procurement Framework released Winner of first UN sustainable procurement award Renewed focus on capacity development and knowledge management	Focus on sustainable supply chains Adopted broader focus on the supply chain beyond just procurement Winner of second UN sustainable procurement award Supplier resource centre launched Commenced implementation of Climate Action Plan

UNOPS procured from 5,712 different suppliers across 166 countries in 2023

UNOPS has a global supply base reflecting the broad variety of goods and services it procures and the diverse locations it delivers to.

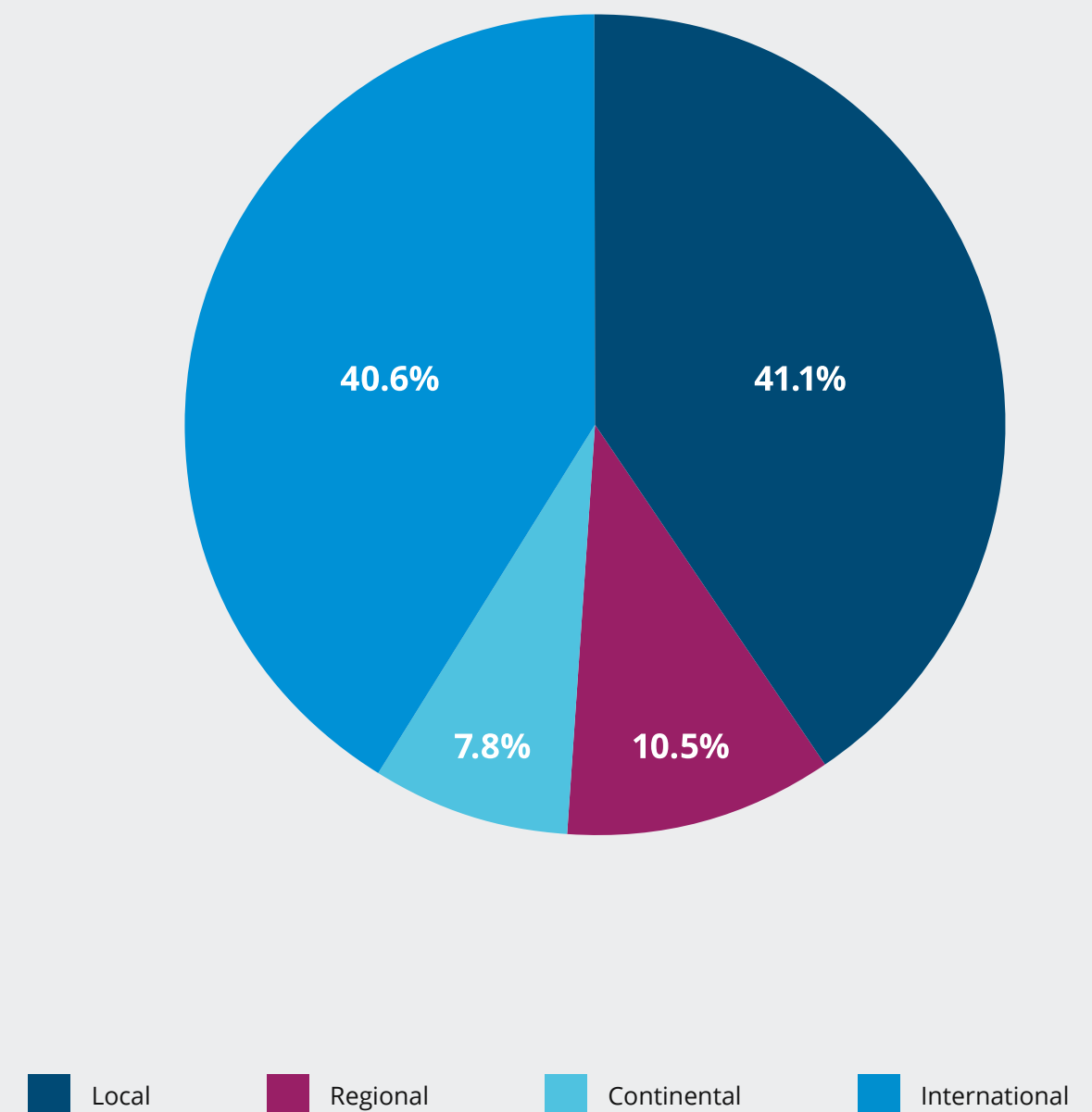
In order to submit a bid for a tender through the UNOPS eSourcing platform, suppliers need to register with the United Nations Global Marketplace (UNGM), where UNOPS procurement opportunities are advertised. Almost 450,000 suppliers are registered on UNGM. Of these, approximately 17,663 suppliers were active on the eSourcing platform in 2023, either by expressing interest or submitting a bid on a tender.

Ultimately, UNOPS concluded contracts (or amended existing ones) with 5,712 different suppliers in 2023.

Building a local supply base can aid in the economic development of the countries UNOPS works in and can also assist in sustainability efforts, including through the reduction of transport-related emissions. In 2023, by volume, 41.1 per cent of goods and services were sourced from suppliers registered in the same country as the project. A further 10.5 per cent came from suppliers in the same geographic region. However, in some cases, UNOPS is contracting a locally registered subsidiary of an organization based elsewhere, or the manufacturing of goods may occur in another location. This partly explains the higher local procurement volumes experienced in previous years.

Local procurement is particularly high for the infrastructure category (80.6 per cent) as well as equipment and materials (56.6 per cent). For health, just over half of the procurement is either local, regional or continental, while for vehicles and ICT, most of the goods and services are sourced internationally.

Figure 14. Buy for Partners – location of supplier relative to project, 2023



For 75 out of the 166 supplier countries, more than half of the goods and services supplied were destined for local projects. However, for many of the largest supplier countries by volume, deliveries were destined for projects in other countries.

Denmark was the largest country of supply with a total procurement volume of \$132 million, increasing by \$14 million from 2022. Approximately half of this was from the procurement of ICT-related goods and services from one supplier under an LTA. The next largest category for Danish suppliers was logistics services, totalling \$35 million, about 79 per cent of which was under LTAs.

Yemen was the second-largest country by procurement spend, with \$128 million mostly focused on the infrastructure and equipment and materials categories. Procurement almost doubled compared to the previous year.

While Israel recorded \$93 million worth of procurement, approximately 99 per cent of this was with one supplier, which supplied fuel for the Gaza Power Plant.

The United States of America was the fourth-largest supplier country. Procurement from suppliers in the country increased by 144 per cent to \$90 million in 2023, the highest level since 2018. Almost half of this was in the ICT category, with a further \$27 million in the infrastructure category.

Table 3. Buy for Partners – 2023 procurement by supplier country, 10 largest countries by procurement volume

Supplier country	\$ millions	% destined for local projects
Denmark	132.1	8.5%
Yemen (LDC)	127.8	100.0%
Israel	92.6	0.0%
United States of America	90.4	1.1%
France	70.4	0.0%
India	54.6	0.0%
Afghanistan (LDC, LLDC)	51.8	99.8%
Argentina	46.6	99.6%
Spain	45.6	0.0%
United Kingdom of Great Britain and Northern Ireland	45.0	0.0%
UNOPS total	1,604.3	41.1%

\$336m

from suppliers in least developed countries

– 21.0 per cent of total

Among the 10 largest supplier countries by volume, there were 2 LDCs – Yemen and Afghanistan. Afghanistan, which is also an LLDC, recorded a total of \$52 million of procurement, 84.0 per cent of which was in the infrastructure category. Procurement from suppliers in Afghanistan rose by \$25 million compared to 2022.

Procurement from suppliers in LDCs totalled \$336 million, 12.9 per cent higher than in 2022. Besides Yemen and Afghanistan, \$34 million of goods and services were procured from suppliers in Mozambique and \$15 million from suppliers in South Sudan, particularly in the infrastructure category. Procurement from suppliers in Myanmar grew by \$6.8 million, or 82.5 per cent, compared to 2022, while procurement from suppliers in Ethiopia fell by \$24 million, or 75.1 per cent.

UNOPS procured \$113 million worth of goods and services from 30 different LLDCs in 2023, down \$16 million compared to 2022. For example, \$6.1 million worth of equipment and materials, including for agriculture and construction, were procured from suppliers in Paraguay.

The procurement volume from suppliers in SIDS was smaller, at \$24 million from 28 countries, but it was 27.3 per cent higher than in 2022. More than half of this volume, or \$13 million, was from suppliers in Haiti, primarily in the operations and administration category.

Of the total \$366 million sourced from suppliers in LDCs, LLDCs and SIDS, over 93 per cent was destined for local projects.

\$113m

from suppliers in landlocked developing

countries – 7.0 per cent of total

\$24m

from suppliers in small island developing

states – 1.5 per cent of total

Table 4. Buy for Partners – 2023 procurement by supplier country, 10 largest LDCs, LLDCs and SIDS by procurement volume

Supplier country	\$ millions	% change from 2022 to 2023
Yemen (LDC)	\$127.8	94.3%
Afghanistan (LDC, LLDC)	\$51.8	91.0%
Mozambique (LDC)	\$34.0	-49.7%
South Sudan (LDC, LLDC)	\$15.4	-13.3%
Democratic Republic of the Congo (LDC)	\$15.2	9.0%
Myanmar (LDC)	\$14.9	82.5%
Somalia (LDC)	\$14.6	-5.5%
Paraguay (LLDC)	\$12.6	-22.3%
Haiti (LDC) (SIDS)	\$12.6	1.6%
Ethiopia (LDC, LLDC)	\$7.9	-75.1%
Total from LDCs, LLDCs and SIDS	\$366.1	7.0 %



“The solar power systems play a critical role in the operation of these hospitals – over-reliance on diesel to generate electricity is being significantly reduced and essential activities such as emergency care, surgery and maternity services are able to continue uninterrupted.”

Dabagai Dabagai
UNOPS Country Director, Haiti

Haiti: Powering hospitals with solar energy

UNOPS has been working to provide five hospitals across Haiti with hybrid solar power systems in order to improve their operational capacity. Instead of depending on fuel for diesel generators, which is costly and less environmentally friendly, the hospitals and the more than 500,000 Haitian people they will serve can now rely on a clean and reliable source of energy.

With support from the World Bank, UNOPS has conducted approximately \$3.5 million worth of procurement under the project from 2021 to 2023, which includes the supply of specialized solar systems. UNOPS is implementing the project in close partnership with Haiti's Ministry of Public Health and Populations and its Ministry of Public Works, Transport and Communication.

In support of local job creation, the hospitals' solar systems were procured entirely from local suppliers. Additionally, UNOPS also procured four solar-powered water pumps locally, which will provide people with access to safe drinking water in remote communities.

[Find out more](#) | [UNOPS in Haiti](#)

Recently installed solar panels at
Les Cayes Hospital in Haiti. © UNOPS



Building supplier capacity and diversity

In order to improve the amount of goods and services procured locally, as well as diversify the supplier base, UNOPS actively works to expand supplier markets in the locations in which it operates, with a focus on micro, small and medium enterprises (MSMEs) and underrepresented business owners such as women and persons with disabilities. In helping businesses thrive, both existing and potential suppliers are supported with tools and resources to build their capacity and unlock their potential in doing business with UNOPS.

Online or in-person workshops known as UP Forums are one of the ways UNOPS helps strengthen the capacity of local suppliers. Three UP Forums were organized in 2023, in Kenya, Liberia and Sierra Leone, bringing over 300 participants representing more than 80 companies registered on UNGM. UP Forums are part of the UNOPS Possibilities programme, which was first launched in 2015. Since then, 14 UP Forums have been held.

To expand the reach of our supplier outreach efforts, in 2023 UNOPS launched the **Supplier Resource Centre**, a centralized hub of information on the UNOPS website tailored for suppliers interested in doing business with UNOPS. By providing guidance on UNOPS procurement processes and the organization's e-tendering system, as well as sharing resources on its different sustainable procurement criteria, UNOPS ensures suppliers are well placed to submit higher quality bids while also broadening the number and quality of suppliers available to the organization.

One resource for suppliers is the 'Doing business with UNOPS' online course, which is available for suppliers free of charge in English, French and Spanish. Over 280 supplier representatives completed the course during 2023.

In addition to capacity building, inclusive procurement policies enable the growth of the supplier base to include diverse supplier groups. One approach permitted by the UNOPS procurement policy is to limit competition on the basis of special interest groups, such as MSMEs and women-owned, youth-owned or disability-inclusive suppliers.

This and other approaches were highlighted in the **2023 report** published by UNOPS on the importance of gender-responsive procurement. The report included information about the UNOPS approach to mainstreaming gender-responsive procurement, best practice case studies and recommendations for governments to facilitate the inclusion of women-owned businesses in public procurement processes.

The organization's efforts to support women-owned businesses in Yemen earned UNOPS the 2023 UN Procurement Award in the Sustainable Procurement and Supply category. More broadly, contracts worth at least \$16 million were awarded via the eSourcing system in 2023 to suppliers identifying as women-owned in UNGM. This includes \$5.6 million of contracts for which UNOPS has verified the suppliers' women ownership status. More than 1,850 suppliers identifying as women-owned participated in an online tender process.

Supplier Resource Centre

The **Supplier Resource Centre** on the UNOPS website is the starting point to learn about procurement at UNOPS. It is available in English, French and Spanish, and includes information about:

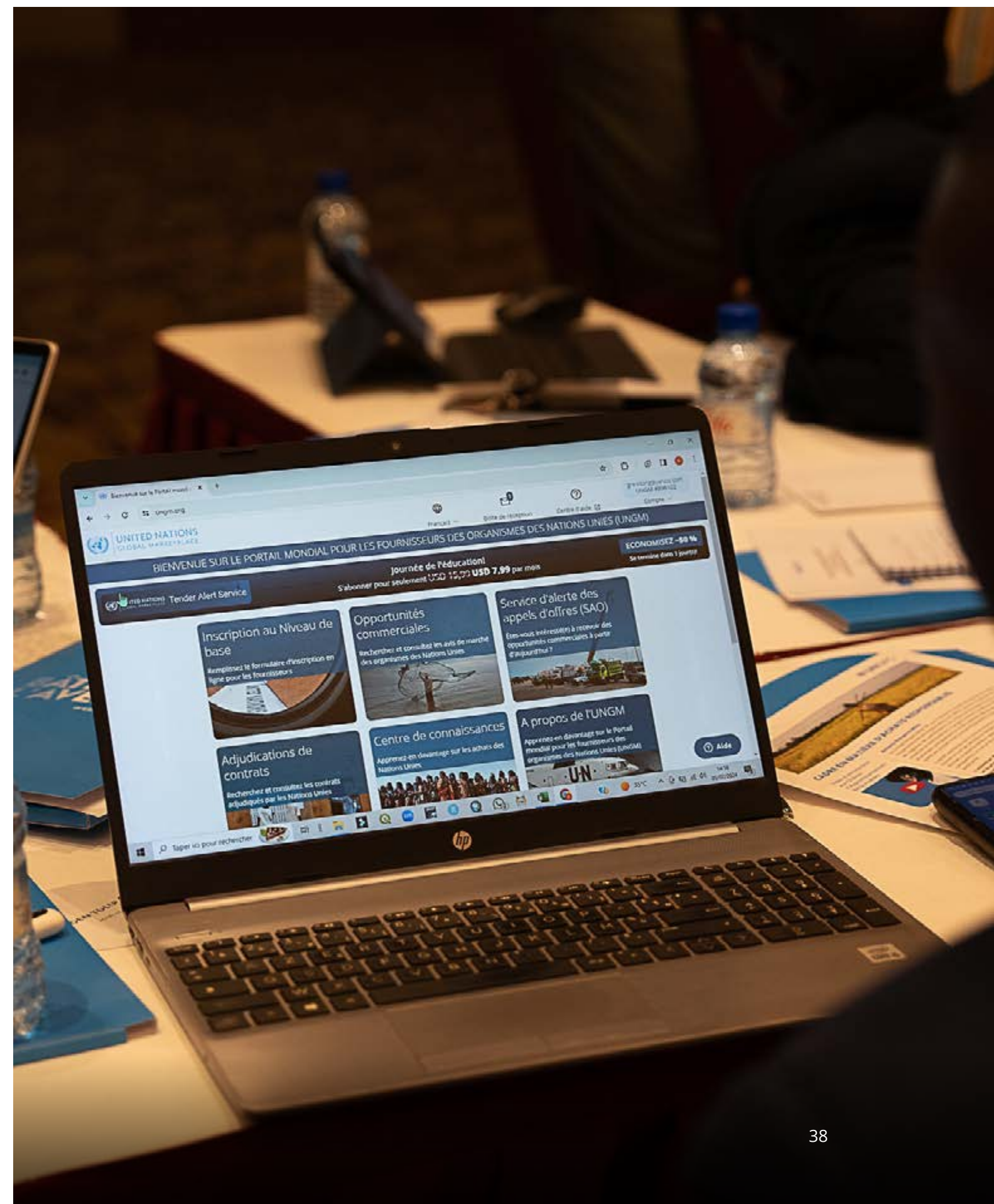
- What we procure – including a link to the UNOPS procurement plan and an overview of historical procurement activity
- How we procure – including the UNOPS procurement principles, policies and processes, and guides for using the eSourcing platform
- Sustainability at UNOPS – including the **Sustainable Procurement Framework**, the supplier sustainability programme and the UNOPS Possibilities programme
- How to access the 'Doing business with UNOPS' online course

Suppliers can also learn how to access tendering opportunities at UNOPS. All procurement business opportunities are posted on UNGM. Potential suppliers are encouraged to check UNGM for a list of UNOPS tender notices.

The results of tender processes are published in the contract awards section of UNGM and via the **[data.unops.org portal](https://data.unops.org)**.

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**.

A supplier is shown how to access UNOPS business opportunities posted on UNGM at a UP Forum in Benin. © UNOPS



Southeast Asia: Energy Transition Partnership

Energy sectors worldwide still predominantly rely on coal and other fossil fuels. Managed by UNOPS, the Southeast Asia Energy Transition Partnership (ETP) is a \$45 million multi-donor trust fund working with several governments in the region to accelerate their transition into using renewable sources of energy, enhance energy efficiency and foster sustainable infrastructure development.

In 2023, ETP supported the advancement of wind energy in Indonesia by carrying out procurement for power plant site assessments that will help develop at least 600 megawatts of wind energy in the regions of Java and Sumatra. In Viet Nam, a comprehensive assessment was carried out to determine the impact of the European Union's (EU) Carbon Border Adjustment Mechanism, a tariff on carbon-intensive products entering the EU. Major industries in Viet Nam could be impacted, in response to which ETP is supporting the government by providing policy reform recommendations that would allow renewable energy to be competitive. ETP is also developing a smart grid roadmap to support the control of power flow in the Philippines.

With over 30 active projects, ETP has made significant progress in helping countries adopt sustainable energy solutions. The results will help reduce greenhouse gas emissions, protect natural resources and limit environmental impact, and bring socioeconomic benefits to many communities.

[Find out more](#) | [UNOPS in Asia](#)

“Decarbonizing the energy sector is a challenging but essential endeavour if we are to collectively succeed in achieving the Paris Agreement targets.”

Philip Rose

Director, Southeast Asia Energy Transition Partnership

Sidrap wind farm in Indonesia.
© UNOPS



Improving the sustainability of goods and services UNOPS procures

UNOPS has been on a journey of continuous improvement in sustainable procurement for over a decade. What started as small individual efforts and a focus on raising awareness of the issue of sustainability in procurement has grown into the development of specific policies, mandatory requirements and initiatives. UNOPS is continuing to move towards its procurement being sustainable by nature, rather than only applying the principle to a portion of procurement activities.

The **Sustainable Procurement Framework**, which was first launched in 2018, sets out policy requirements, strategies and practical guidance for the implementation of sustainable procurement at UNOPS. Parts one and two of the framework define sustainability requirements depending on the nature of the procurement process, such as the inclusion of sustainable procurement criteria.

Of the 2,065 finalized tenders in 2023, 66 per cent were subject to the mandatory policy requirements of the framework. Ultimately, 68 per cent of the finalized tenders ended up incorporating sustainable procurement criteria – a similar level 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; human rights and labour issues; and sustainable resource use. A total of 764 tenders included gender-related criteria. Analysis of tenders including such criteria suggested there was no observable negative impact on bidder participation compared to other tenders.

Part three of the Sustainable Procurement Framework outlines products that should not be purchased given their potential to have a significant impact on the environment or on public health, including 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.

Analysis conducted in 2023 of the waivers issued for diesel generators and the procurement of generators across UNOPS showed that while the value of diesel generators increased slightly from \$11 million in 2022 to \$12 million in 2023, the procurement of solar generators reached a record high of \$36 million.

UNOPS continues to engage with its partners and suppliers to find alternative solutions for electricity generation. More broadly, UNOPS will also review the key role of procurement in driving down the greenhouse gas emissions of not only its internal operations, but also of its work on behalf of its partners. This will be essential to reach the organization's **climate commitments**, announced in 2023, to reduce emissions and account for indirect (scope 3) emissions, including throughout the UNOPS supply chain.



UN Web Buy Plus: An e-commerce solution for sustainable procurement

UN Web Buy Plus is a global e-commerce platform that offers UN organizations and partners in the development and aid sectors a smart and efficient way of procuring. The platform's users have access to products that are of high technical quality. Using the platform saves time and resources spent on processes such as tendering and negotiating, as products are available based on long-term agreements established by UNOPS.

The platform offers a unique opportunity to advance sustainability by offering a diverse selection of environmentally friendly items, including but not limited to waste management solutions, electric buses and hybrid generators, which were added to the platform in 2023. The product range is regularly reviewed to include innovative solutions and a range of green catalogues to promote environmentally friendly procurement options. These new catalogues will include healthcare waste management solutions and containerized solar mini-grids, established in line with UNOPS sustainable procurement practices.

UN Web Buy Plus is also dedicated to providing comprehensive information to its clients and partners regarding the environmental impact of their procurement. In 2023, a greenhouse gas emissions calculator was developed to estimate emissions linked to the different transport options offered. The tool, available from 2024, allows users to make more informed and environmentally conscious decisions.

[Find out more](#)

© Getty Images (Modified)



In 2023, 73 per cent of suppliers awarded through eSourcing underwent sustainability screening

A key initiative under the **Sustainable Procurement Framework** is the UNOPS approach to supplier sustainability screening. The UNOPS supplier sustainability programme, Delivering Responsibility in Vendor Engagement (DRiVE), is a data-driven approach to supplier sustainability that allows UNOPS to have a much better understanding of how suppliers manage their influence and impact on sustainability issues.

As a part of the UNOPS expanded results framework, 2022-2025, UNOPS set a target to screen 80 per cent of the suppliers awarded a tender via eSourcing for supplier sustainability by 2025. Through DRiVE, UNOPS screened 73 per cent of these suppliers in 2023, compared to 55 per cent in 2022 and 46 per cent in 2021.

Linked to the DRiVE programme, 20 supplier inspections and 33 desktop verifications were carried out during 2023, to validate the information

submitted via the screening questionnaire. UNOPS issued 37 corrective and preventive action plans (CAPAs) covering 776 observations. A total of 9 suppliers made 53 improvements under CAPAs in 2023. One supplier became ISO 9001 certified based on UNOPS feedback, and another supplier created a detailed plan to encourage diversity and inclusion in the workplace.

UNOPS also set a 2025 target of identifying capacity development activities for 80 per cent of suppliers assessed to be high risk through DRiVE. To achieve this, UNOPS is developing a methodology for identifying high-risk suppliers based on a variety of factors, including supplier sustainability screening, and defining potential capacity development activities. This is planned to be implemented via a supplier risk tool, which was developed in 2023 and will be piloted in 2024.

3,745**supplier performance evaluations completed**

In addition to supplier sustainability screening and background checks, UNOPS 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 considers topics including:

- 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 documents handling
- Demonstrated commitment to sustainability (social, environmental and economic) and/or innovation
- Compliance with other contractual terms and conditions

During 2023, over 3,000 supplier performance evaluations were completed related to procurement transactions. Of these, about 1 per cent said that suppliers exceeded expectations, while in 85.9 per cent of cases their performance was satisfactory.

86.9%**of supplier performance evaluations showing satisfactory performance or performance exceeding expectations**

In 13.1 per cent of evaluations, the supplier performance was rated either unsatisfactory or partially unsatisfactory. The main reasons for unsatisfactory performance were untimely delivery and lack of adherence to contractual terms.

The Vendor Review Committee (VRC) makes recommendations regarding possible sanctions against suppliers that have been found to have engaged or attempted to engage in proscribed practices in connection with UNOPS activities. In 2023, the UNOPS Internal Investigation and Audit Group (IAIG) referred 46 cases to the committee. In the same year, the committee reviewed 56 cases, including some referrals from previous years. As a result, the committee recommended 78 sanctions of ineligibility or temporary debarment, 3 sanctions of letter of censure and 38 warning letters. Eight cases are currently undergoing processing and are scheduled for review in the first quarter of 2024. Information about sanctioned vendors is communicated to UN organizations through the ineligibility lists hosted by UNGM. [Find out more about vendor sanctions.](#)

78**suppliers debarred by UNOPS**

Optimizing procurement for impact

Construction of new facilities takes place at the Republican
Oncology Centre in Tashkent, Uzbekistan. © UNOPS

Optimizing procurement for impact

The impact of procurement can be transformative – not only through the goods and services that are procured and what they are used for, but also through the way in which they are procured. UNOPS strives to continually improve how it procures and works with its partners to help them improve how they procure.

In its own operations, UNOPS aims to free up resources by realizing efficiencies, avoiding loss from fraud, corruption and lack of transparency, and increasing effectiveness through choices that enable sustainable, resilient and inclusive development. Increasing operational efficiency allows UNOPS to deliver more for the money for its partners and beneficiaries. Systems and data, policies and procedures, and personnel capacity are key resources to achieve this. UNOPS works with colleagues across the organization, with other UN organizations, as well as with internal and external auditors to identify ways it can improve.

UNOPS also works with other organizations to help them make their public procurement processes and institutions more efficient, with greater levels of transparency, greater value for money, a greater impact for governments and better public services for the people they serve. This assistance can be delivered as a standalone project but most often is an auxiliary but important part of a broader procurement project.

A procurement officer checks medicines that were procured by UNOPS in Banjul, The Gambia. © UNOPS



Data-driven procurement

From the most remote field locations to the organization's headquarters in Copenhagen, procurement at UNOPS is underpinned by digital systems. The UNOPS strategic plan observes that "digitalisation can be a critical enabler of transparent and effective public procurement, whether through (a) management of the supply chain through eProcurement tools, or (b) enabling market transparency and surveillance to optimize value for money."

Historically, these systems were used primarily for enabling the payment of suppliers. Over time, the suite of the organization's systems has grown to include the UNOPS tailor-built e-tendering platform (eSourcing) and a global e-commerce solution (UN Web Buy Plus), as well as project-specific supply chain management platforms.

Significant amounts of data are generated through the UNOPS procurement systems. UNOPS leverages this data to make informed decisions, optimize processes and drive improvements leading to better outcomes for its stakeholders. By adopting a data-driven approach, UNOPS develops and monitors key performance indicators (KPIs) in its procurement operations. Visibility of these KPIs enables managerial oversight and

drives improvements in the overall quality, efficiency and sustainability of procurement processes. Organization-wide tools, such as dashboards, provide insights to its people and help them in their day-to-day work.

Through UNOPS data clinics, colleagues from HQ and the field offices work together to leverage data to improve procurement activities, support oversight and make informed decisions. For example, in 2023, a tool was developed together with the procurement team in Afghanistan to help manage sensitive evaluation information and conduct a more robust evaluation of suppliers. The tool helped improve the consistency of the procurement operations across a large number of tenders and locations. Elements of this pilot product were subsequently made available to other teams in order for them to have better visibility of procurement operations.

UNOPS also shares data externally in line with its commitment to maintaining the principles of transparency and accountability. This is done through the data.unops.org platform and the [Annual Statistical Report on UN Procurement](#).

Digital transformation

There is still a lot more to be done. UNOPS is implementing a digital transformation programme across its operations “to become nimbler and more effective, and to develop and scale new capabilities that promote agility, integration and cohesion throughout the United Nations family.” The Process Innovation and Digitalisation Programme will work to simplify the processes through which UNOPS delivers and introduce digital technologies and solutions to support the work of frontline teams and partners. It will also improve the way UNOPS collects and uses data, its capacity for foresight and planning, knowledge management, and reporting.

Within procurement, this includes continuing to improve the organization’s digital procurement capabilities through improvements to systems, policies, processes and personnel capacity. UNOPS will conduct data-driven analysis to gain a deeper understanding of its operations and determine where there is scope to implement enhancements. Capabilities for knowledge management and data will be at the centre of its digitalization initiatives.

During 2023, colleagues representing teams across UNOPS operations were brought together through online workshops to map out the aspirations as well as pain points in UNOPS operations, including in procurement. This exercise helped to inform the priorities for reviewing policies and procedures, as well as to build the case for upgrading or creating new systems. This work will continue in 2024.

Beyond its own operations, UNOPS also aspires to support countries in leveraging technology to expand their capacity for public procurement and infrastructure development, and the digitalization of public services, in strategic partnerships with technology providers.

2,125**solicitation tenders
posted via eSourcing
in 2023****74.1%****conducted under open
competition****17,663****active suppliers on
eSourcing****15,859****bids submitted to
tenders****6****median number
of bids per tender**

Of the 2,125 solicitation tenders launched via eSourcing in 2023, about 74 per cent were conducted under open competition (78 per cent in 2022), while 16 per cent were conducted with limited competition (12 per cent in 2022), and 9 per cent of eSourcing tenders were used for direct contracting (10 per cent in 2022). Approximately 67 per cent of tenders launched (1,421 tenders) used the request for quotation (RFQ) solicitation method, while there were 561 invitations to bid (ITB) and 143 requests for proposals (RFP).

Over 17,600 suppliers were active on the eSourcing platform in 2023, by either expressing interest or submitting a bid on a tender, and almost 16,000 bids were submitted by 5,500 suppliers during 2023. For open competition tenders, the median number of bids per tender was six, one higher than in 2022. UNOPS strives to achieve effective competition in all its tender-related activities and requires additional reasonableness of cost checks to be conducted in the event of there being fewer than three compliant bidders. Of the tenders awarded under limited or open competition in 2023 (except cases of secondary bidding under LTAs), 58 per cent had three or more compliant bidders in the tender, an improvement of 2 percentage points compared to 2022.

Around 76 per cent of the tenders posted led to a contract award, with over 2,300 contracts awarded (some tenders may result in multiple contracts) worth almost \$900 million. Reasons for tenders not being finalized include requirements needing material revision, not receiving sufficient or adequate bids, and changes in project requirements, among others. Monitoring and understanding the reasons for tenders not being finalized helps UNOPS improve its future tenders. Of those tenders that were awarded successfully, approximately 80 per cent met the UNOPS KPI for contract award timeliness.

While eSourcing is primarily used where UNOPS buys for partners, the platform can also be used when it helps partners buy. This allows UNOPS to 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.

Peru: Supporting the remediation of environmental liabilities from mining

In collaboration with Activos Mineros S.A.C. (AMSAC), a public company in Peru, UNOPS helped mitigate the effects of mining environmental liabilities (MELs) for rural and indigenous communities. MELs arise from mining activities and can include waste deposits, landfills, emissions or other hazardous elements related to mines. Through the project, 394 MELs have successfully been addressed, and roughly 31,000 families have benefitted from significantly less exposure to environmental hazards.

UNOPS supported AMSAC through solicitation management, a type of advisory support that involves UNOPS managing its partners' procurement needs, from issuing tender documents to evaluating the bids received. Using the UNOPS eSourcing system, local suppliers were selected for five environmental remediation projects.

One of the requirements UNOPS integrated in the tender process was for suppliers to use building information modelling (BIM) throughout the project. BIM is a methodology for managing infrastructure projects that helps optimize resources by reducing interferences and incompatibilities, and allows for simultaneous work between specialists of different disciplines. This can translate to cost savings and greater efficiency and effectiveness in operations.

UNOPS has trained a total of 41 AMSAC personnel members in BIM. Today, AMSAC adopts the approach in all its projects, contributing to Peru's national BIM Plan, which aims to use BIM in public investments by 2030.

UNOPS in Peru

"We have specialized projects, which require companies with knowledge of the activities that we are going to carry out. For this reason, we turned to UNOPS due to the scale and complexity of the interventions."

Diana Pozo

Coordinator, Works Management Department, Activos Mineros S.A.C.

An excavator loading a truck with soil at the Caridad project site in Peru. © AMSAC



\$646m

worth of procurement under long-term agreements – 40.3 per cent of total UNOPS procurement

132

new long-term agreements signed

\$160m

in collaborative procurement

\$230m

in procurement through UN Web Buy Plus

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

One such tool is the long-term agreement – a framework contract with a supplier established for a defined period of time for specific goods or services at prescribed prices or pricing provisions and with no legal obligation to order any minimum or maximum quantity. LTAs are used to safeguard a reliable source of supply for goods and services at a competitive price, in accordance with pre-defined terms and conditions. Firm orders can subsequently be placed through a streamlined process. They also provide an opportunity to pursue more sustainable solutions, given the likelihood of procuring larger volumes over an extended time period.

UNOPS has established a number of LTAs covering a range of different requirements. As of the end of 2023, UNOPS had 595 active LTAs in place with over 450 different suppliers from 59 countries. Of these contracts, 157 were signed during 2023, of which 24 were developed at the global level. LTAs can be established at a global, regional or local level to respond to specific needs.

In total, \$646 million worth of goods and services were procured under LTAs in 2023, just over 40 per cent of total procurement. Over one third of this, or \$230 million, related to procurement via UN Web Buy Plus.

In line with the principle of mutual recognition, UNOPS makes many of its agreements available to other UN organizations. UNOPS also uses contracts established by other UN organizations where it may result in a cheaper or faster outcome for its partners. Of the total \$646 million expenditure under LTAs, \$543 million was under contracts established by UNOPS and \$103 million under LTAs established by other UN organizations.

In addition to procuring on the back of existing LTAs of other UN entities, other forms of collaboration in procurement include using the procurement services of another organization, procuring from another organization and using a joint contract. UNOPS procured \$160 million worth of goods and services through collaborative approaches in 2023.

Moreover, to further optimize the impact on its beneficiaries, UNOPS procurement policies include provisions for supplier pre-qualification as an integral aspect of its sourcing strategies. Through this process, suppliers undergo evaluation against predetermined criteria, with only those meeting the standards being invited to tender. This approach ensures that solicitation documents are extended only to suppliers with adequate capabilities and resources. This method is used particularly for the procurement of complex or specialized goods or services.



"The canine teams were the last piece in the puzzle to get a 100 per cent security and safety answer to the environment, where every UN personnel finally received peace of mind, which matters a lot. Now, nobody can imagine a stay in Mogadishu without canine teams at the gates, airport, meetings..."

Nenad Grujicic

Head of Unit, UN Security Section, Mogadishu, Somalia

Peace and Security Cluster: Pre-qualification of suppliers for the procurement of explosive detection dogs

Explosive detection dog (EDD) teams play a vital role in keeping communities in challenging environments safe from the threat of explosive hazards.

In the absence of internationally recognized standards for EDD operations, the UNOPS Peace and Security Cluster (PSC) developed guidelines and requirements that have set a standard for the industry. They are being used as a framework for operations and are helping ensure the high-quality performance of EDD projects.

In Somalia, where 41 EDD teams are currently contracted to provide life-saving functions on behalf of UNOPS partners, UNOPS procurement processes are providing an added layer of safety to what can be a complex and risk-prone line of work. Guided by the UNOPS EDD standards, the PSC team made it a requirement for potential suppliers to be formally assessed through a pre-qualification process.

Before obtaining a global pre-qualification status from UNOPS, suppliers need to pass a two-stage review process, which includes a review of the suppliers' standard operating procedures followed by an inspection of their training facilities.

Currently, EDD contracts in Somalia are close to \$20 million in value and are supporting the African Union Transition Mission in Somalia and several UN organizations with services including cargo and vehicle searches, daily sweep patrols, and more.

[Find out more](#) | [UNOPS Peace and Security Cluster](#)

Snap, an explosive detection dog, and his handler search aircraft luggage at Kismayo Airport, Somalia.
© American K-9 Detection Services



Responding under pressure

UNOPS has a number of mechanisms to respond under pressure, particularly in the face of post-conflict and post-crisis situations, as well as in emergency operations, where a rapid response is necessary without compromising compliance with UNOPS procurement principles and financial rules.

One of the quickest ways UNOPS procurement can respond is to acquire products under existing LTAs, including via UN Web Buy Plus. UNOPS can also leverage collaborative mechanisms with other UN organizations, where available, including piggybacking on existing contracts or previous solicitation processes. Market research and procurement planning activities are also routinely conducted in order to best determine how to deliver according to partners' needs, even under the most pressing conditions.

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

During 2023, new or extended EPP authorizations were granted for operations in a number of countries including the Central African Republic, the Maldives, Myanmar, Nicaragua, Pakistan, Peru, the State of Palestine, Sudan and Ukraine, among others.

Total procurement under EPP in 2023 amounted to \$602 million across 45 different project countries. Almost one quarter related to procurement for projects in Yemen (\$132 million), \$94 million for the State of Palestine and \$67 million for projects in Ukraine. Almost 40 per cent of EPP procurement was in the infrastructure category.

UNOPS also has a surge mechanism, which allows UNOPS to quickly mobilize and deploy specialists around the world in times of need. There is a team of experts that can be deployed at short notice to reinforce the capacity of UNOPS offices. These experts can provide operational support, diagnose needs on the ground and help respond to humanitarian emergencies.

Surge procurement experts were deployed on eight assignments in 2023, including to Ukraine, Nepal, Moldova and Afghanistan, as well as to support the scaling up of operations in the newly established Madagascar country office. This involved providing procurement capacity support for projects such as the \$5.6 million infrastructure project aiming to improve incomes and food security for farming households in southern Madagascar. The involvement of surge experts allows UNOPS to respond quickly while building local office capacity to continue delivering.



Yemen: Record procurement under emergency procedures

In response to the ongoing crisis in Yemen, UNOPS has provided support for a wide range of projects on behalf of partners.

For example, with support from the World Bank, UNOPS is implementing two emergency projects: an integrated multi-sector project to restore and improve access to public social services in urban areas, including water and sanitation, solid waste management, and electricity; and a solar energy project to improve access to electricity in rural and peri-urban areas of Yemen.

UNOPS is also implementing initiatives under the UN Humanitarian Response Plan by procuring essential equipment and providing training, aiming to enhance the capacity of communities to manage solid waste.

In the five years from 2019 to 2023, procurement under projects in Yemen has totalled \$410 million, including a record \$144 million in 2023. Over 90 per cent of this was under EPP. The majority of procurement in Yemen was for infrastructure-related goods and services.



Women and children don't have to walk long distances to fetch water anymore. Powering water wells brought clean water directly to their homes, thanks to the World Bank-funded Yemen Emergency Electricity Access Project. © UNOPS

Professionalizing procurement

One of the key drivers for UNOPS to optimize procurement for impact is the capacity of its people and of the partners it works with.

UNOPS continuously invests in building capacity and facilitating knowledge sharing for its personnel, including in the area of procurement. In 2023, UNOPS conducted virtual and in-person procurement training sessions attended by over 600 personnel members. A number of live training sessions were held during 2023 on topics such as procurement operations, sustainability and procurement systems, and data management, engaging local and regional procurement experts as trainers, with special topics covered by colleagues from headquarters. A new course in procurement planning and strategy was also piloted, with procurement experts and project managers attending from across all regions.

A series of self-paced e-learning courses is also available on topics including ethics and fraud prevention in procurement, procurement operations training, emergency

procurement procedures, and logistics and incoterms. About 1,000 course completions were registered in 2023, and almost 2,000 current personnel members have completed at least one of the procurement training courses.

A number of initiatives facilitate the exchange of knowledge between teams and allow the procurement community to discuss patterns and trends, identify areas for improvement, and share experiences. In 2023, this led to specific policy improvement initiatives, including the development of new guidance documents. Quarterly insight calls were held on topics of high importance to UNOPS operations, such as ensuring effective competition, managing undue pressure in procurement, and confidentiality in procurement.



Nepal: Building local capacity in procurement

The Public Procurement Monitoring Office (PPMO) in Nepal plays a crucial role in ensuring the effective functioning of the public procurement system at all levels.

The implementation of public procurement and contract management (PCM) has become challenging in Nepal due to capacity gaps, especially at the local level. UNOPS is supporting the PPMO with essential advisory services to enhance its efficiency and effectiveness, and support it at the local level. At the request of Nepal's Ministry of Finance, UNOPS mobilized procurement experts to facilitate technical assistance and capacity building activities in coordination with the PPMO.

To date, UNOPS has conducted four local PCM capacity building clinics for 139 civil servants. The participants adopted an innovative approach based on international best practices that help tackle current issues and challenges, and develop proposed solutions. The approach will officially be adopted in Nepal's PCM system.

UNOPS has also developed two standard bidding documents for the 'Performance-Based Maintenance Contract' and 'Framework or Unit Rate Contract'. The documents were not previously available at the PPMO and will now help facilitate PCM operations.

UNOPS in Nepal

A procurement and contract management clinic in session. © UNOPS



40%

**of new public procurement and infrastructure projects
with capacity development of national institutions**

Building partners' capacity is also key to achieving the goals of UNOPS. UNOPS supports its partners to strengthen their systems and ability to carry out their own procurement effectively. It conducts assessments that can be national, entity-focused or bespoke to address a specific need such as gender equity, fraud and corruption prevention or a particular process. Based on the results, an action plan is developed for capacity building.

In 2023, UNOPS provided over 5,500 work days of procurement technical assistance, including in implementation and advisory services. This compares to approximately 6,000 days in 2022 and 5,000 days in 2021.

In addition to dedicated projects – such as the one carried out in Albania – capacity development initiatives may be conducted as an integrated part of UNOPS

5,500+

work days of procurement technical assistance

procurement projects. UNOPS is striving to mainstream the capacity development of national institutions in 80 per cent of new public procurement and infrastructure projects by 2025. In 2023, approximately 40 per cent of such projects included activities for capacity development.

UNOPS also works with other UN organizations to build procurement capacity. In 2023, UNOPS developed a course designed for UN colleagues to gain a better understanding of sustainable procurement. The training includes an interactive game and follows the knowledge-reflection-application framework. It was piloted with United Nations Economic Commission for Africa (UNECA) colleagues in Ethiopia, and the game component has since also been trialled in internal training.



Albania: Improving public procurement through advisory services

In 2023, at the request of the government of Albania, UNOPS conducted a rapid procurement assessment to analyze the current public procurement structure, including internal and external stakeholders and international partners.

The assessment aimed to identify the challenges impacting public procurement efficiency, as well as the opportunities and strengths. It covered various topics such as policy, strategy, institutional capacity, process architecture, transparency and integrity.

Following the assessment, a series of recommendations were provided aiming to enhance processes, particularly with respect to common and standard products, strengthen eProcurement systems, develop the skills of public procurement specialists, and improve the quality of publicly available procurement data.

The effective collaboration with the government, key stakeholders and partners reflects a shared vision for positive change and progress. Aligned with this common objective, UNOPS, through its Albania office, is committed to contributing to the country's development goals.

UNOPS in Albania

The National Historical Museum at Skanderbeg Square in Tirana, Albania. © UNOPS/Yevgeniy Zelenko



Appendix

Aerial view of recently rehabilitated irrigation infrastructure in Niger's Tahoua Region. © UNOPS/Juyoung Lee

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 2023 calendar year. Amounts are in United States dollars. 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. 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. 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.

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. For this reason, final amounts may change if orders are amended or are closed with a different value from their original order amount. Further, as the report includes values of commitments not yet delivered upon, procurement statistics also differ from UNOPS reporting on expenditure or delivery.

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 United Nations 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.

Where the report refers to the country of a supplier from which we procure, this is based on the country indicated by the supplier when they are registered in our 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 project country 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, based on the organizational structure as of 1 January 2024: Africa Region (AFR); Asia Region (AR); Europe and Central Asia Region (ECR); Latin America and the Caribbean Region (LCR); Middle East Region (MR); and the Global Portfolios Office (GPO). The GPO comprises the former New York Portfolios Office, the Geneva Office (hosted partnerships) and the Water, Environment and Climate team, which were formerly part of ECR. 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 2024.

Categorization

This report uses a product categorization 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. 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 resources:

- 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, the supplier name 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'.

www.unops.org

 unops

 /company/unops

 unops.official

 unops_official

 unops_official