



2024

ANNUAL

STATISTICAL

REPORT

ON UNITED NATIONS
PROCUREMENT





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The Annual Statistical Report on United Nations Procurement (ASR) provides an overview of the procurement of the UN system in support of its operations, projects and programmes.

This 41st edition of the report presents an analysis of key trends in UN procurement and is complemented by the full statistics published [online](#). The ASR includes a breakdown of procurement by UN organization, by sectors of categories of goods and services procured, and by supplier country. It also contains information on collaboration within the UN system and organizations' efforts to integrate sustainability considerations into their procurement processes, in the context of the UN's continued focus on sustainable development.



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WHAT DID THE UNITED NATIONS PROCURE IN 2024?



UNITED NATIONS PROCUREMENT IN 2024

UN procurement in 2024 reached \$25.7 billion, representing the third highest annual procurement volume on record and a \$733 million, or 2.9 per cent, increase from 2023 levels.

The growth was driven by increased procurement of services, which rose to \$14.0 billion – a 7.1 per cent increase from 2023 and continuing an upward trend that has seen the procurement of services grow by over 32 per cent from \$10.6 billion in 2020. In contrast, procurement of goods declined modestly by 1.6 per cent

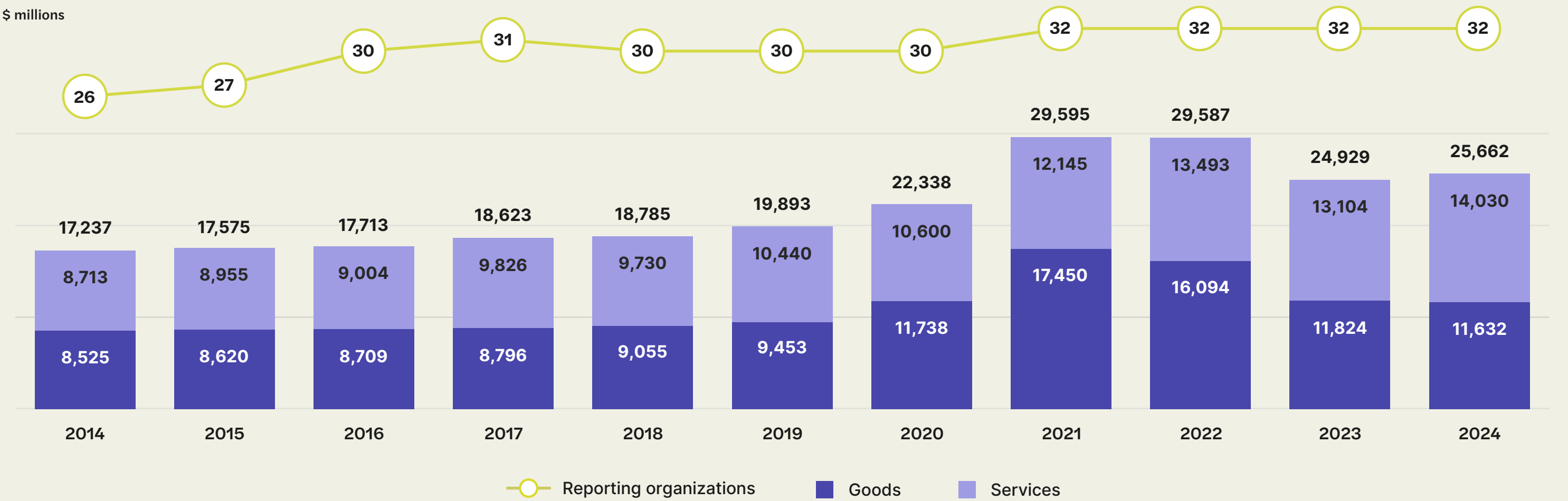
to \$11.6 billion, reflecting an ongoing rebalancing of UN procurement activities.

Collaborative procurement accounted for a growing share of UN procurement in 2024, with reported volumes rising to \$1.4 billion – up from \$1.1 billion in 2023 and representing 5.8 per cent of total procurement. This included both UN-to-UN procurement, wherein one UN organization procures goods or services from another, and broader joint activities designed to improve coordination and efficiency through shared purchasing mechanisms.

The same UN organizations reported their procurement for the 2024 Annual Statistical Report (ASR) as in previous editions, ensuring consistency in tracking these evolving procurement patterns.

➔ More information on procurement by individual UN organizations can be found in the section 'How do we do procurement within the United Nations system?'

Figure 1 Total procurement of goods and services, and number of reporting organizations, 2014-2024



PROCUREMENT BY SECTOR

In 2024, UN procurement remained concentrated in five key sectors, which together accounted for 65.6 per cent of the total procurement volume. Sectoral distribution was broadly consistent with previous years, although **Humanitarian Aid, Peace, Security and Safety** recorded the largest relative growth, reflecting an intensified response to humanitarian and security emergencies.

Health remained the largest sector of UN procurement in 2024, reaching \$5.3 billion – an increase of \$494 million, or 10.2 per cent, compared to 2023. This growth was driven primarily by increased procurement of *Pharmaceuticals, contraceptives and vaccines* alongside *Healthcare services*. Procurement activities in the sector supported both ongoing public health programmes and targeted emergency responses, including vaccination campaigns and initiatives to strengthen health systems.

The sector accounted for a fifth of total UN procurement, with the majority of expenses directed towards *Pharmaceuticals, contraceptives and vaccines* and *Medical equipment and supplies*. The United Nations Children’s Fund (UNICEF) continued as the leading procurer in the sector, with a spend of \$3.2 billion, followed by the Pan American Health Organization (PAHO), with \$832 million, and the United Nations Population Fund (UNFPA), with \$315 million.

Table 1 Procurement by sector, 2024

Category (ASR sector level)	Total 2024 (\$ millions)	Total 2023 (\$ millions)	Total change 2023-2024 (\$ millions)	Total change 2023-2024 (%)
Health	5,318.1	4,823.9	↑ 494.2	↑ 10.2%
Construction, Engineering and Science	3,630.6	3,520.5	↑ 110.0	↑ 3.1%
Administration and Operations	2,932.2	2,731.6	↑ 200.6	↑ 7.3%
Transportation and Storage	2,593.5	2,562.7	↑ 30.8	↑ 1.2%
Food and Farming	2,362.1	2,744.8	↓ 382.7	↓ 13.9%
Media, IT and Communications	1,943.0	2,045.9	↓ 102.9	↓ 5.0%
Travel, Accommodation and Catering Services	1,823.2	1,594.0	↑ 229.2	↑ 14.4%
Finance, Insurance and Real Estate	1,241.3	1,196.3	↑ 45.0	↑ 3.8%
Utilities	1,138.8	1,218.3	↓ 79.4	↓ 6.5%
Humanitarian Aid, Peace, Security and Safety	915.2	749.7	↑ 165.5	↑ 22.1%
Other Goods and Services	704.2	602.3	↑ 101.9	↑ 16.9%
Motor Vehicles, Industrial Machinery and Heavy Equipment	629.8	682.8	↓ 52.9	↓ 7.8%
Education, Training and Recreation	429.7	455.7	↓ 26.0	↓ 5.7%
UN total	25,661.8	24,928.5	↑ 733.3	↑ 2.9%

Construction, Engineering and Science retained its position as the second largest sector, growing by \$110 million, or 3.1 per cent, to \$3.6 billion in 2024. UNICEF, the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS) again led procurement in the sector, with a combined procurement of \$1.9 billion – over half of the sector’s total. The World Health Organization (WHO), the United Nations Secretariat (UN Secretariat) and the International Organization for Migration (IOM) also maintained significant activity in the sector, each procuring over \$300 million worth of supplies.

Administration and Operations reached a record high of \$2.9 billion (up by 7.3 per cent, or \$201 million), moving to third place by procurement volume. This sector’s consistent growth highlights expanding operational needs across UN organizations, particularly in response to growing field activities and programmatic scale-up. *Management and administrative services* remained by far the largest segment within the sector, with a total of \$2.4 billion – an increase of \$306 million, or 14.3 per cent, from 2023.

Transportation and Storage remained stable at \$2.6 billion, recording a marginal increase of \$31 million, or 1.2 per cent. The sector continued to provide critical logistical support for UN humanitarian and development operations globally, with *Transportation, storage and mail services* remaining the largest segment.

Food and Farming recorded the most significant decline among the major sectors, with procurement falling to \$2.4 billion – a decrease of \$383 million, or 13.9 per cent, compared to 2023. The decrease was

primarily attributable to reduced procurement activity by the World Food Programme (WFP), following the scaling down of sizeable emergency food distribution programmes. This reduction was concentrated in the distribution of food commodities, while other humanitarian support activities continued through separate sectors.

In contrast, **Humanitarian Aid, Peace, Security and Safety** emerged as the fastest growing sector in 2024, reaching \$915 million, an increase of \$166 million, or 22.1 per cent, compared to 2023. This surge reflects the heightened response by the UN to complex emergencies, peacekeeping needs and expanded humanitarian operations across multiple crisis regions. WFP led procurement in the sector, followed by the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNOPS.

KEY STATS

\$25.7 billion
total procurement volume

54.7%
services

45.3%
goods

\$733 million or 2.9%
increase

32
organizations (same
organizations as last year)



Niger © UNOPS/Juyoung Lee

VENDOR-MANAGED INVENTORIES TO STREAMLINE EMERGENCY RELIEF SUPPLY CHAINS



Prepositioned kitchen sets at a VMI warehouse.
India © IOM

Established as part of a broader IOM initiative to enhance global emergency response, Vendor Managed Inventories (VMIs) aim to increase prepositioned stocks worldwide. Production of key relief items began in late 2023 across multiple global factories to ensure faster crisis response.

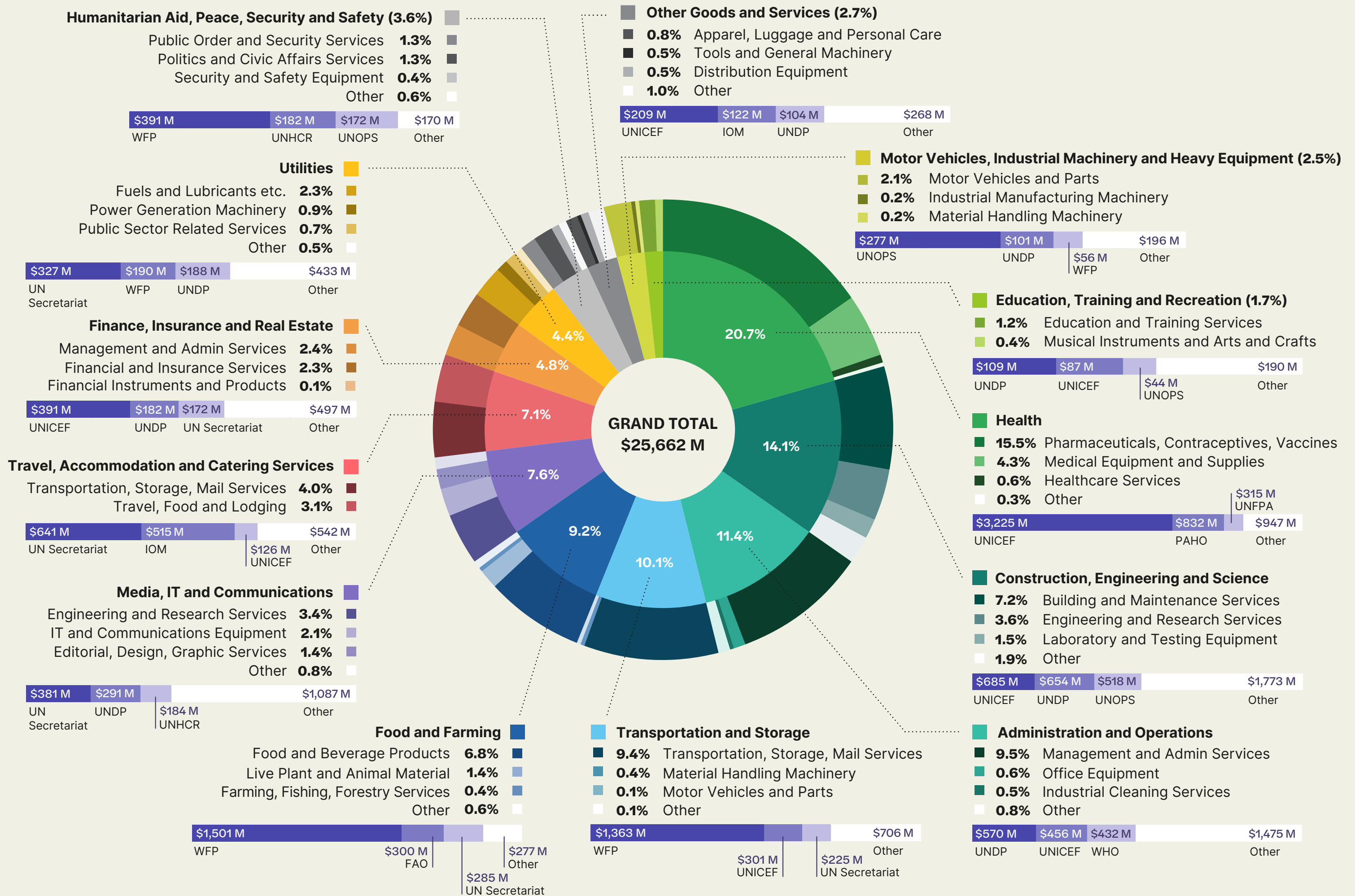
Procurement was central to the establishment of VMIs, involving a thorough assessment of long-term agreement (LTA) holders' capacity and willingness

to accommodate large-scale stockpiling. Each supplier's inventory management capabilities and reliability were carefully reviewed to meet demand. Manufacturing of emergency shelter, water, sanitation and hygiene (WASH), and non-food items commenced in India, Pakistan, China, Kenya, the United Arab Emirates and the United Kingdom of Great Britain and Northern Ireland. These items undergo quality control at the factories before being ready for dispatch. In under a year, this procurement-driven system supported 15 IOM missions worldwide, including responses in Bangladesh, the Democratic Republic of the Congo, Ukraine and Gaza. In 2024, there were 66 IOM deliveries from VMI stocks, with 26,646 cubic metres of goods. The most commonly delivered items were: self-standing geodesic family tents, tarpaulins, kitchen sets, mosquito nets, blankets and sleeping mats.

The use of VMIs has significantly improved operational efficiency. Bulk procurement through VMIs has demonstrably ensured economies of scale, optimizing resource utilization. A crucial achievement is the substantial reduction in lead time, estimated at 50 per cent, achieved by completing manufacturing and quality control processes in advance. This acceleration of supply chain processes directly translates to a faster and more effective response to emergencies on the ground. Furthermore, cost efficiencies are realized through established IOM/UN global LTAs, and the standardization of global technical specifications across the VMI network ensures consistent quality and interoperability of relief items. The successful application of VMIs underscores the potential for private sector best practices to enhance humanitarian operations at scale.

In 2024, the VMIs project was nominated for the UN Procurement Awards in the Procurement and Supply Chain Innovation category.

Figure 2 Overview of UN procurement by sector and category



PROCUREMENT BY CATEGORY OF GOODS AND SERVICES

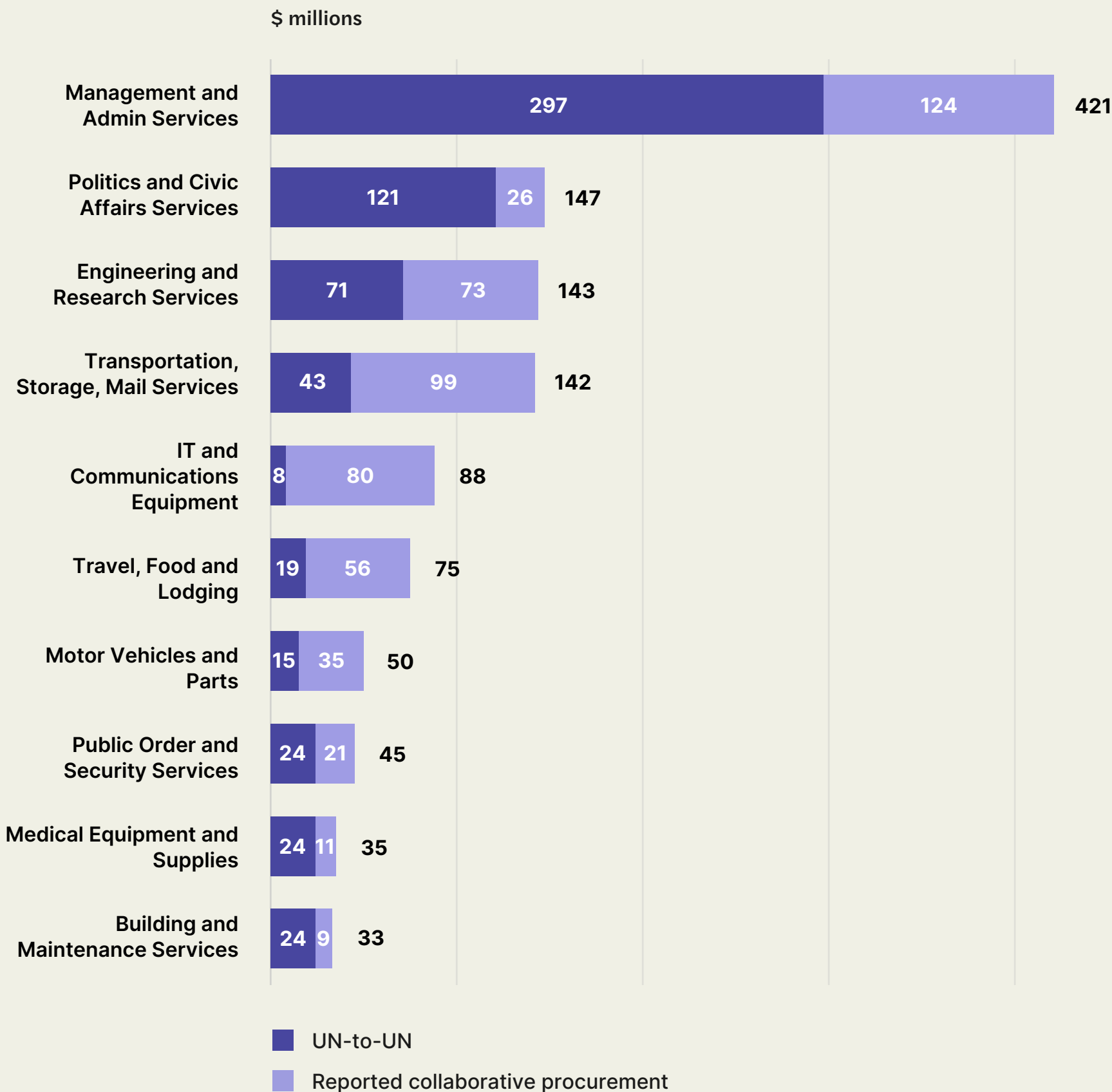
The ASR uses the United Nations Standard Products and Services Code (UNSPSC) to categorize and report on products and services procured by the UN system. The UNSPSC categorization is based on the hierarchy of product segments, families, classes and commodities (see more about the UNSPSC classification in the [Methodology](#) section). Table 2 shows the 10 largest categories by procurement volume, at the segment level, in 2024.

Pharmaceuticals, contraceptives and vaccines remained the largest procurement segment in 2024, reaching \$4.0 billion. This represents an increase of \$484 million, or 13.8 per cent, compared to 2023, signalling a recovery after the post-pandemic decrease observed in 2023. UNICEF maintained its position as the leading procurer in this segment, recording a procurement volume of \$2.6 billion and accounting for 66.3 per cent of total UN spending in the segment. Of that total, \$2.5 billion was for procurement of immunomodulating drugs. PAHO followed with a spend of \$786 million – \$121 million higher than in 2023, largely attributable to increased vaccine procurement. UNFPA remained the third largest procurer in the segment, recording a marginal increase of \$6.1 million, or 2.9 per cent, compared to 2023.

Table 2 Top 10 categories of procurement by volume, UNSPSC segment level, 2024

Category (UNSPSC segment level)	Total 2024 (\$ millions)	Total change 2023-2024 (%)	Share of procurement from least developed countries 2024 (%)	Share of collaborative procurement 2024 (%)
Pharmaceuticals, Contraceptives, Vaccines	3,987.7	↑ 13.8%	0.5%	0.6%
Transportation, Storage, Mail Services	3,449.5	↑ 10.8%	28.5%	4.1%
Management and Admin Services	3,059.3	↑ 14.2%	17.1%	13.8%
Engineering and Research Services	1,864.0	↑ 11.2%	11.8%	7.7%
Building and Maintenance Services	1,838.0	↑ 1.9%	31.3%	1.8%
Food and Beverage Products	1,740.9	↓ 14.8%	18.8%	0.0%
Medical Equipment and Supplies	1,116.7	0.0%	6.4%	3.2%
Travel, Food and Lodging	795.9	↓ 8.0%	22.2%	9.3%
Financial and Insurance Services	598.0	↓ 7.2%	46.5%	5.0%
Fuels and Lubricants etc.	582.0	↓ 9.0%	32.1%	3.5%
Top 10 total	19,031.9			
UN total	25,661.8			

Figure 3 Collaborative procurement reported by category (top 10 UNSPSC segments)



While the United States of America remained the largest supplier in this segment, Singapore demonstrated notable growth, with procurement increasing by \$164 million compared to 2023, reaching \$299 million.

Transportation, storage and mail services was the second largest segment, with \$3.4 billion, marking a 10.8 per cent increase from 2023. UN organizations attributed this growth largely to expanded field operations in crisis-affected regions and rising global freight costs. WFP led procurement activity in the segment, representing 39.6 per cent of its total procurement. The UN Secretariat was next, with \$563 million, followed by IOM, with \$455 million. IOM recorded a significant increase of \$353 million, largely due to the inclusion – for the first time – of migrant air tickets purchased to provide direct movement assistance. Growth of procurement in the segment was particularly strong in Ukraine (up by \$54 million, or 31.1 per cent), the State of Palestine (up by \$45 million, or 140 per cent) and Sudan (up by \$32 million, or 49.3 per cent), aligning with operational needs in these regions.

Collaboration among UN organizations for procurement within the *Transportation, storage and mail services* segment also grew in 2024. The collaborative procurement volume rose by \$60 million, reaching \$142 million. Much of this collaboration involved UN organizations leveraging shared long-term agreements for vehicles, freight services and logistics operations.

Management and administrative services reached an all-time high of \$3.1 billion in 2024, growing by 14.2 per cent compared to 2023. This sustained upward trend – following a 7.2 per cent increase in 2023 – reflects the UN system’s expanding operational and administrative support requirements worldwide. UNHCR and UNDP were the primary contributors to this growth, recording procurement increases of \$109 million and \$103 million, respectively, particularly in business administration and human resources services.

The segment also remained a key area of collaboration among UN organizations. Collaborative procurement in *Management and administrative services* totalled \$421 million in 2024, including \$297 million through UN-to-UN procurement – the highest collaborative procurement volume recorded among all categories.

Engineering and research services entered the top five segments for the first time, reaching a record \$1.9 billion of procurement. The segment grew by \$187 million, or 11.2 per cent, compared to 2023, reflecting greater investment in technical and engineering support across the UN system. UNDP was particularly active in this segment, recording a total of \$480 million (up by \$145 million), primarily for *Professional engineering services*. The UN Secretariat, UNICEF and WHO also recorded significant procurement volumes in the segment, each exceeding \$200 million. Collaborative procurement in this segment rose to \$143 million, with nearly half of the total recorded as UN-to-UN procurement.

Building and maintenance services stood at \$1.8 billion in 2024, marking a marginal increase of \$35 million compared to 2023. UNICEF remained the largest procurer in the segment, with a spend of \$363 million, despite a \$45 million decrease compared to 2023. The UN Secretariat followed with \$260 million, closely followed by IOM (\$251 million) and UNOPS (\$248 million). Procurement activities in this segment continued to focus heavily on infrastructure rehabilitation and reconstruction, particularly in fragile and conflict-affected settings.

Food and beverage products recorded \$1.7 billion worth of procurement in 2024. Procurement in the segment continued to decline (down by \$301 million, or 14.8 per cent), yet at a slower pace compared to the 44.1 per cent decrease in 2023, suggesting stabilization in food aid requirements. WFP remained by far the largest procurer in this segment, accounting for 73.4 per cent of the total procurement volume.

Financial and insurance services and *Fuels and lubricants* re-entered the top 10 segments, with a spend of \$598 million and \$582 million, respectively. Both segments recorded decreases compared to 2023, although these were smaller than the declines observed in the displaced segments of *Motor vehicles and parts* and *IT and communications equipment*.

Beyond the top 10 segments, *Politics and civic affairs services* recorded an additional \$97 million in procurement, reaching \$441 million. This growth was largely driven by increased UNOPS procurement in support of a development project in Afghanistan.

One third of procurement in this segment was collaborative, making it the second largest segment for UN collaborative procurement after *Management and administrative services*.

KEY STATS

5 of the top 10 categories showed an increase in procurement –
\$1.4 billion
in total

The remaining 5 reported a decrease –
\$475 million
in total

Pharmaceuticals, Contraceptives, Vaccines
was the largest procurement category with
\$4.0 billion
(13.8% or \$484 million increase)

Management and Admin Services
was the largest segment for collaborative procurement –
\$421 million
of procurement was collaborative



WHO SUPPLIED
THE UNITED
NATIONS
IN 2024?

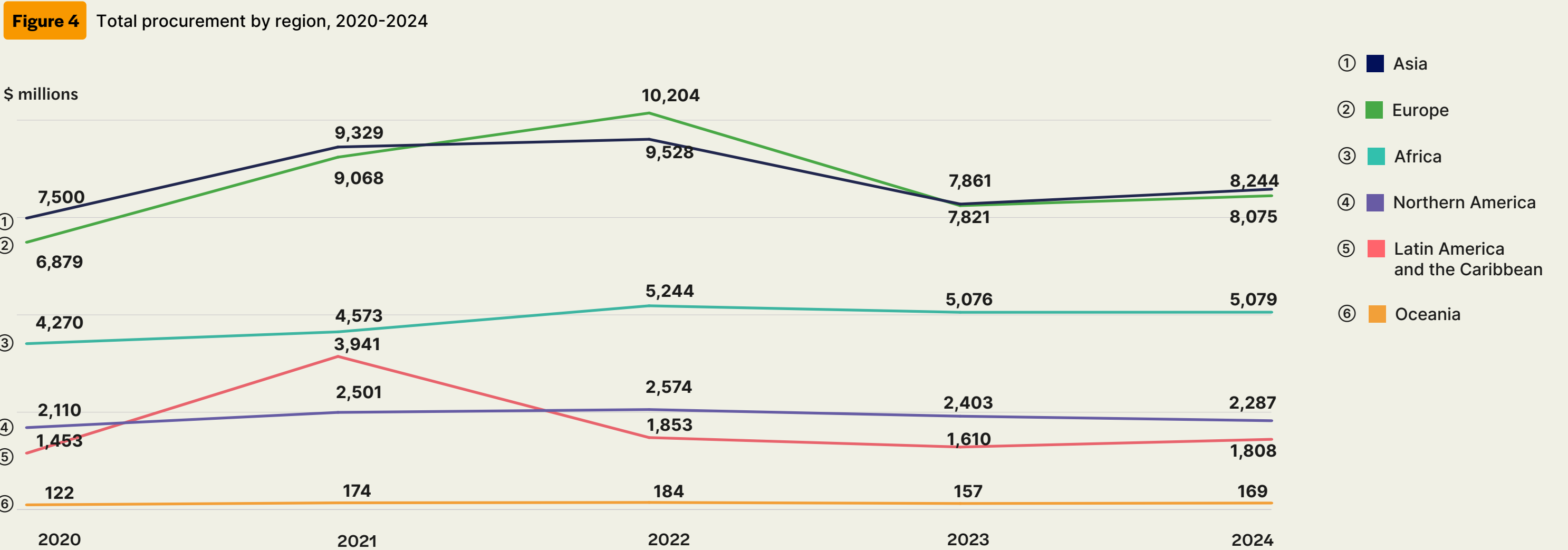
PROCUREMENT BY REGION OF SUPPLIER

In 2024, the regional distribution of UN procurement remained relatively stable, reflecting the continued global spread of UN operational activities. While there were modest fluctuations in procurement volumes recorded across regions, no major shifts in overall shares were observed compared to previous years.

Asia maintained its position as the source meeting the largest amount of UN procurement needs, representing almost one third of total UN procurement at \$8.2 billion.

Procurement of goods and services from suppliers in the region saw an increase of \$383 million, or 4.9 per cent, compared to 2023. Notably, three supplier countries recorded increases exceeding \$100 million: Singapore (up by \$174 million), the State of Palestine (up by \$132 million) and China (up by \$108 million). The region remained a major hub for *Pharmaceuticals, contraceptives and vaccines*, with procurement volumes in this category exceeding \$1 billion for the fourth consecutive year since 2021.

Europe followed closely, with procurement reaching \$8.1 billion in 2024. Procurement volumes from suppliers in Europe rose by \$254 million, or 3.2 per cent, compared to 2023. Growth was driven primarily by increased procurement from Switzerland (up by \$253 million), mainly in *Transportation, storage and mail services*, and the United Kingdom of Great Britain and Northern Ireland (up by \$159 million), particularly in the *Pharmaceuticals, contraceptives and vaccines* segment.





Africa remained the third largest supplier region, with procurement volumes totalling \$5.1 billion in 2024. The region recorded a marginal increase of \$2.8 million compared to 2023. Africa's share of global UN procurement remained stable at around a fifth of the total.

Procurement from suppliers in Northern America totalled \$2.3 billion, representing a decrease of \$116 million compared to 2023. This decline was largely attributable to reduced procurement from suppliers in the United States of America (down by \$94 million), primarily in *IT and communications equipment*. Despite the overall decrease, procurement of *Pharmaceuticals, contraceptives and vaccines* from suppliers in the region increased by \$99 million.

Procurement in Latin America and the Caribbean grew significantly, increasing by \$198 million to reach \$1.8 billion. Suppliers in Guatemala and Colombia recorded increases exceeding \$50 million each. Colombia reached a record high procurement volume of \$234 million, becoming the largest supplier country in the region, primarily due to increases in the *Travel, food and lodging* and *Management and administrative services* segments. Procurement from Ecuador also rose sharply, reaching \$68 million, an increase of over 150 per cent compared to 2023.

In Oceania, procurement increased modestly by \$11 million, reaching a total of \$169 million. Procurement from suppliers in the Marshall Islands increased by \$7.4 million, or 35.5 per cent, reaching \$28 million, while procurement from Australian suppliers rose by \$5.5 million, reaching \$48 million.

MAJOR COUNTRIES OF SUPPLY

In 2024, the UN sourced goods and services from 222 countries and territories, demonstrating the global nature of its procurement operations. The top 10 supplier countries accounted for \$9.6 billion, representing 37.6 per cent of the global total.

The United States of America remained the largest supplier country at \$2.1 billion, despite a 4.2 per cent decrease from 2023. A significant portion of procurement from American suppliers was attributed to UNICEF (\$771 million), which primarily sourced *Pharmaceuticals, contraceptives and vaccines*. Procurement carried out by UNICEF from the United States of America increased by \$58 million, or 8.1 per cent, in 2024, reflecting the continued importance of American suppliers in the health sector. The UN Secretariat and PAHO also recorded substantial procurement volumes from American suppliers, each exceeding \$300 million. However, procurement by the UN Secretariat declined by \$126 million compared to 2023, with decreases distributed across three key segments: *IT and communications equipment, Transportation, storage and mail services*, and *Engineering and research services* – each segment declining by approximately \$30 million.

Despite the overall decrease in supplies procured from the country, American suppliers retained a leading role in the *Pharmaceuticals, contraceptives and vaccines* segment, accounting for nearly a quarter of total UN

Table 3 Top 10 supplier countries by procurement volume, 2024

Supplier country	Goods 2024 (\$ millions)	Services 2024 (\$ millions)	Total 2024 (\$ millions)	Share of UN total 2024 (%)	Total change 2023-2024 (%)
United States of America	1,178.1	952.9	2,131.0	8.3%	↓ 4.2%
Switzerland	168.5	992.0	1,160.4	4.5%	↑ 27.8%
United Arab Emirates	652.3	348.1	1,000.4	3.9%	↑ 7.9%
Denmark	349.3	604.3	953.6	3.7%	↓ 8.4%
United Kingdom of Great Britain and Northern Ireland	462.6	389.0	851.6	3.3%	↑ 23.0%
India	546.9	233.1	780.0	3.0%	↓ 10.4%
France	549.1	205.6	754.7	2.9%	↑ 12.8%
Ukraine	221.4	477.6	698.9	2.7%	↑ 2.1%
Belgium	620.0	68.3	688.4	2.7%	↓ 21.0%
Afghanistan	183.5	437.2	620.7	2.4%	↓ 0.1%
Top 10 total	4,931.6	4,708.1	9,639.7	37.6%	↑ 1.4%
UN total	11,631.9	14,030.0	25,661.8		↑ 2.9%

procurement in this area, and remained significant providers of *Engineering and research services*.

Switzerland became the second largest supplier country at \$1.2 billion, marking a 27.8 per cent increase from 2023 levels. This growth was largely driven by IOM, which significantly increased its procurement from Swiss suppliers by \$163 million, primarily in the segment of *Passenger air transportation services*, in part resulting from improved reporting of data in this category. Substantial procurement by IOM made it the largest procuring organization sourcing from Switzerland. The UN Secretariat also increased its procurement from Switzerland by \$32 million, largely concentrated in *Engineering and research services*. WHO was the third largest organization procuring from the country, with a procurement value of \$162 million, an increase of \$17 million compared to 2023, primarily allocated to *Building and maintenance services*.

The United Arab Emirates remained the third largest supplier country, with procurement reaching \$1.0 billion, marking a \$73 million increase compared to 2023 figures. Despite an \$11 million decrease in 2024, the UN Secretariat led procurement activity in the country, accounting for nearly half of the total, mostly in *Fuels and lubricants* and *Food and beverage products*. WFP and UNICEF followed, with procurement volumes of \$143 million and \$93 million, respectively. Procurement by the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) from suppliers in the country rose sharply, increasing nearly fivefold from \$13 million in 2023 to \$61 million in 2024. This substantial increase

was largely reflected in the procurement of *Food and beverage products*, which rose by \$44 million, directly related to the organization's ongoing humanitarian support efforts in Gaza. The United Arab Emirates became the main supplier of *Food and beverage products* to the UN system in 2024, supplying \$260 million worth of goods.

Denmark moved to fourth place, with procurement reaching \$954 million, an 8.4 per cent decline compared to 2023. The decrease was primarily due to reduced procurement of *IT and communications equipment* (down by \$81 million), mainly by UNOPS and UNDP. This was partially offset by an increase in the procurement of *Pharmaceuticals, contraceptives and vaccines* (up by \$11 million). UNICEF continued to be the largest procuring organization from Danish suppliers, with a procurement value of \$246 million, despite a \$25 million decrease compared to 2023. UNHCR and UNDP followed, with procurement values of \$158 million and \$156 million, respectively.

Denmark also continued to be a key hub for collaborative procurement activities within the UN system. Of the country's total, \$287 million was recorded as collaboratively procured. This included \$176 million in UN-to-UN procurement, involving the procurement of goods or services between UN organizations, and \$110 million in collaborative procurement outside direct UN-to-UN transactions. The largest volumes of goods and services supplied to other UN organizations were sourced through UNOPS (\$141 million) and UNICEF (\$23 million), reflecting the presence of procurement hubs established by both organizations in Denmark. Other countries with high

volumes of UN-to-UN procurement were Switzerland, with a total of \$125 million, and the United States of America, with \$98 million. The main procurement categories supplied by UN organizations to each other from these three hub countries were *Management and administrative services* (\$174 million), *Engineering and research services* (\$64 million) and *Politics and civic affairs services* (\$47 million).

The United Kingdom of Great Britain and Northern Ireland moved from seventh place in 2023 to fifth place in 2024, reaching \$852 million. Procurement from British suppliers increased by \$159 million, or 23.0 per cent. This increase was primarily seen in *Pharmaceuticals, contraceptives and vaccines* (up by \$236 million), largely procured by UNICEF, making 2024 the year British suppliers saw the second highest procurement volume in this segment. The UN Secretariat also contributed to this growth, primarily in *Transportation, storage and mail services* (up by \$36 million).

India remained in sixth place among supplier countries, recording a total procurement value of \$780 million. Approximately half of the supply from Indian suppliers was concentrated in the *Pharmaceuticals, contraceptives and vaccines* segment, making India the third largest supplier in this category. UNDP increased its procurement in India by \$68 million, or 79.8 per cent, compared to 2023, primarily focusing on health-related goods and services.

France recorded procurement of \$755 million, an increase of \$86 million compared to 2023.

It remained an important supplier of *Laboratory and testing equipment*, with French suppliers accounting for a quarter of total procurement in this category. UNICEF and PAHO remained the largest procuring organizations in France, each recording increases in procurement exceeding \$50 million in 2024.

Ukraine retained its position within the top 10 supplier countries, with a procurement value of \$699 million, largely focused on reconstruction efforts and humanitarian logistics. The UN Secretariat was the leading organization procuring from Ukraine, with \$179 million, followed by WFP, with \$112 million.

Belgium recorded \$688 million in procurement, continuing a gradual decline post pandemic, particularly in vaccine-related procurement. Afghanistan’s procurement value remained relatively stable at \$621 million, reflecting the ongoing procurement activities in support of humanitarian operations in the country.

Beyond the top 10 supplier countries, UN organizations reported significant increases in procurement from several countries across various regions.

Singapore recorded a \$174 million increase in procurement compared to 2023 levels, reaching a total procurement value of \$406 million. This increase was primarily driven by a rise in the procurement of *Pharmaceuticals, contraceptives and vaccines*.

UN organizations recorded a substantial 116 per cent increase in procurement from suppliers in the State

of Palestine, with procurement totalling \$246 million in 2024, marking a record high for UN procurement there. This growth was largely attributable to increased procurement of *Transportation, storage and mail services* (up by \$45 million). WFP, WHO and UNICEF all recorded increases in procurement exceeding \$25 million.

Similarly, UN procurement from suppliers in Jordan demonstrated significant growth, increasing by \$99 million to a total of \$394 million. The increase was largely seen in the procurement of goods in the *Apparel, luggage and personal care* segment, as well as the *Transportation, storage and mail services* segment.

Procurement from Sudanese suppliers continued to rise, building on the increased procurement volume observed in 2023, and reached a total of \$337 million (up by \$108 million). This growth was primarily driven by the procurement of *Food and beverage products*.

Procurement from suppliers in China also increased significantly, with a total growth of \$108 million, largely due to increased procurement of *Pharmaceuticals, contraceptives and vaccines*.

In contrast, the Netherlands and Türkiye saw declines of \$88 million and \$86 million, respectively. The largest decreases were in *Medical equipment and supplies* for the Netherlands (down by \$49 million) and *Live plant and animal material* for Türkiye (down by \$20 million). Kenya, Israel and Nigeria also recorded decreases of over \$70 million.

KEY STATS

222 countries and territories
supplied goods and services
to the UN in 2024

\$9.6 billion
in procurement came from
the top 10 supplier countries –
37.6%
of total UN procurement

The largest supplier
country was the
United States of America
supplying a total of
\$2.1 billion
in goods and services

Denmark
was the largest supplier country
for collaborative procurement –
\$287 million
was recorded as
collaboratively procured

COASTAL ADAPTATION IN TUVALU – STRENGTHENING RESILIENCE THROUGH SUSTAINABLE PROCUREMENT



Coastal defenses under construction on Nanumea Atoll.
Tuvalu © TCAP

Tuvalu, a Pacific island nation of low-lying atolls, faces an existential threat from rising sea levels and intensifying storms due to climate change. The capital, Funafuti – home to over half of Tuvalu’s 11,000 residents – is especially vulnerable. Projections estimate that by 2100, up to 90 per cent of Funafuti could experience routine flooding. In response, the Tuvalu Coastal Adaptation Project (TCAP), funded by the Green Climate Fund and implemented by UNDP in partnership with the government of Tuvalu, focuses on improving coastal protection in key locations across the islands of Funafuti, Nanumea and Nanumaga.

Procurement has been a critical facilitator in achieving TCAP objectives. Managed by UNDP, procurement activities ensured the delivery of marine construction works, meeting high standards of quality in climate resilience, sustainability and technical excellence. Key outcomes included the creation of 7.4 hectares of reclaimed land in Funafuti – designed to remain flood-free beyond 2100 – and the construction of berm top barriers on outer islands. Supplier selection processes prioritized environmental sustainability and long-term infrastructure resilience, supporting the project’s strategic goals.

TCAP has strengthened Tuvalu’s physical resilience to climate change, ensuring safer land and reducing vulnerability to coastal hazards. The project contributes directly to Sustainable Development Goals 9 (Industry, Innovation and Infrastructure) and 13 (Climate Action), serving as a model for adaptation in low-lying island states.

In 2024, TCAP was recognized by the UN Procurement Awards, receiving the award in the Sustainable Procurement and Supply category.

PROCUREMENT FROM LEAST DEVELOPED COUNTRIES, LANDLOCKED DEVELOPING COUNTRIES AND SMALL ISLAND DEVELOPING STATES

The UN introduced the category of least developed countries (LDCs) in 1971 to recognize nations requiring additional international support due to their unique development challenges. By the end of 2024, the number of countries in this category had decreased to 44, following the graduation of São Tomé and Príncipe earlier in the year. To date, eight countries have successfully transitioned out of LDC status: Botswana (1994), Cabo Verde (2007), the Maldives (2011), Samoa (2014), Equatorial Guinea (2017), Vanuatu (2020), Bhutan (2023), and São Tomé and Príncipe (2024).

In 2024, UN procurement from suppliers based in LDCs totalled \$5.0 billion, maintaining a similar level to that recorded in 2023. The overall volume decreased slightly by about \$37 million, representing a 0.7 per cent decline compared to the previous year. Despite this marginal decrease, the share of UN procurement from LDCs, which stood at 15.7 per cent of the total in 2022 and has been increasing since, was 19.4 per cent of the total procurement volume in 2024, underscoring sustained efforts by the UN to engage suppliers in these countries and support local economies through procurement activities.

Afghanistan emerged as the largest supplier among LDCs in 2024, recording \$621 million in procurement. UN operations in Afghanistan continued to prioritize humanitarian relief, resilience building and essential

service delivery. *Live plant and animal material* and *Building and maintenance services* remained among the key categories, reaching \$92 million and \$87 million, respectively, despite marginal decreases from 2023. A notable increase was recorded in *Politics and civic affairs services*, which grew more than fivefold, from \$11 million in 2023 to \$62 million in 2024. The growth was driven by a UNOPS-led project supporting local infrastructure rehabilitation and providing livelihood opportunities through cash for work initiatives.

Yemen followed closely, with \$595 million, reflecting a decrease of \$50 million, or 7.8 per cent, from 2023. *Financial and insurance services* remained the largest category of UN procurement in the country, with \$197 million, reflecting a 35.3 per cent increase, primarily driven by UNICEF. While procurement in the second largest category, *Building and maintenance services*, declined by \$46 million following the finalization of several major reconstruction projects, procurement of *Farming, fishing and forestry services* and *Food and beverage products* surged, increasing by \$15 million and \$12 million, respectively, driven largely by UNOPS and the Food and Agriculture Organization of the United Nations (FAO).

Procurement from Ethiopia also decreased by \$15 million, reaching \$391 million. Ethiopia continued to benefit from UN engagement focused on recovery

in conflict-affected areas and resilience programming. *Building and maintenance services* recorded a significant increase, growing from \$15 million in 2023 to \$48 million in 2024, driven primarily by increased procurement by UNICEF and UNOPS. Although procurement in *Transportation, storage and mail services* rose by \$23 million, reductions in certain food and beverage and health supply lines contributed to the overall slight decline.

Sudan demonstrated the strongest growth among LDC suppliers in 2024, with procurement reaching \$337 million, an increase of \$108 million, or 47.2 per cent. Significant increases were recorded in *Food and beverage products* and *Transportation, storage and mail services*, reflecting intensified logistics operations for the distribution of food, shelter and medical supplies. Increased procurement was primarily linked to WFP-led projects in the country. Procurement by WFP from Sudanese suppliers reached \$180 million in 2024, showing a 76.0 per cent increase from 2023 levels, and accounted for more than half of the total UN procurement volume sourced from Sudan.

The United Republic of Tanzania recorded the largest relative growth among LDC suppliers, with procurement increasing from \$95 million to \$159 million. Procurement rose primarily in the categories of *Food and beverage products* and

Transportation, storage and mail services, reflecting the scaling up of logistics operations to support regional humanitarian supply chains and food distribution networks, driven largely by WFP.

Among UN organizations, WFP, UNICEF and UNDP continued to be the largest procurers from LDCs. In absolute terms, IOM recorded notable increases (up by \$107 million) in procurement from LDC suppliers, reflecting expanded project implementation activities in several countries, largely in logistics and movement assistance.

Recognizing the structural challenges faced by landlocked developing countries (LLDCs) – particularly regarding market access and high transportation costs – the UN continues to emphasize procurement from suppliers in these countries. In 2024, the group of LLDCs encompassed 32 countries globally.

UN procurement from suppliers based in LLDCs totalled \$3.0 billion in 2024, representing a slight increase of 0.7 per cent compared to 2023. Procurement from LLDCs accounted for 11.5 per cent of total UN procurement.

Afghanistan remained the largest LLDC supplier in 2024, followed by Ethiopia and South Sudan. Other notable LLDC suppliers included Uganda and Chad, each recording significant procurement volumes of over \$170 million. Procurement from Chad grew by 16.6 per cent, driven mainly by increased procurement of *Transportation, storage and mail services* and *Building and maintenance services*.

Mongolia recorded the largest relative increase among LLDCs, with procurement rising by 220 per cent to a total of \$51 million, largely due to increased procurement of *Transportation, storage and mail services*, primarily by WFP.

In terms of procurement categories, *Transportation, storage and mail services*, *Building and maintenance services*, and *Food and beverage products* continued to dominate procurement from LLDCs. The landlocked nature of these countries amplifies the importance of transportation-related procurement, often tied to humanitarian logistics and development projects.

Similarly to procurement from suppliers in LDCs, WFP remained the largest procurer from LLDC suppliers, despite a \$155 million decrease from 2023 levels. UNICEF, UNDP and the UN Secretariat also played key roles, collectively recording slightly over \$1 billion worth of goods and services from LLDC suppliers.

Small island developing states (SIDS) face unique development challenges due to their remoteness and heightened vulnerability to climate change and natural disasters. As of 2024, 53 countries and territories were recognized under the SIDS grouping.

Procurement from suppliers in SIDS reached a record high of \$799 million in 2024, representing a strong increase of 27.4 per cent compared to 2023.

Singapore remained by far the largest SIDS supplier, accounting for over half of the total procurement from this group, with a volume of \$406 million –

a 75.0 per cent increase compared to 2023. This growth was largely driven by increased procurement of *Pharmaceuticals, contraceptives and vaccines* (up by \$165 million), primarily by UNICEF.

Other key supplier countries included Haiti (\$90 million), Papua New Guinea (\$32 million), Mauritius (\$30 million) and the Dominican Republic (\$29 million).

Suppliers in Comoros and Trinidad and Tobago each recorded over a 50 per cent increase in procurement compared to 2023, reaching \$18 million and \$16 million, respectively. Increased procurement in these countries was largely driven by UNDP, particularly in the categories of *Engineering and research services* and *Building and maintenance services*.

Figure 5 Procurement from LDCs, LLDCs and SIDS

\$5.0 billion

Total procurement from LDCs in 2024

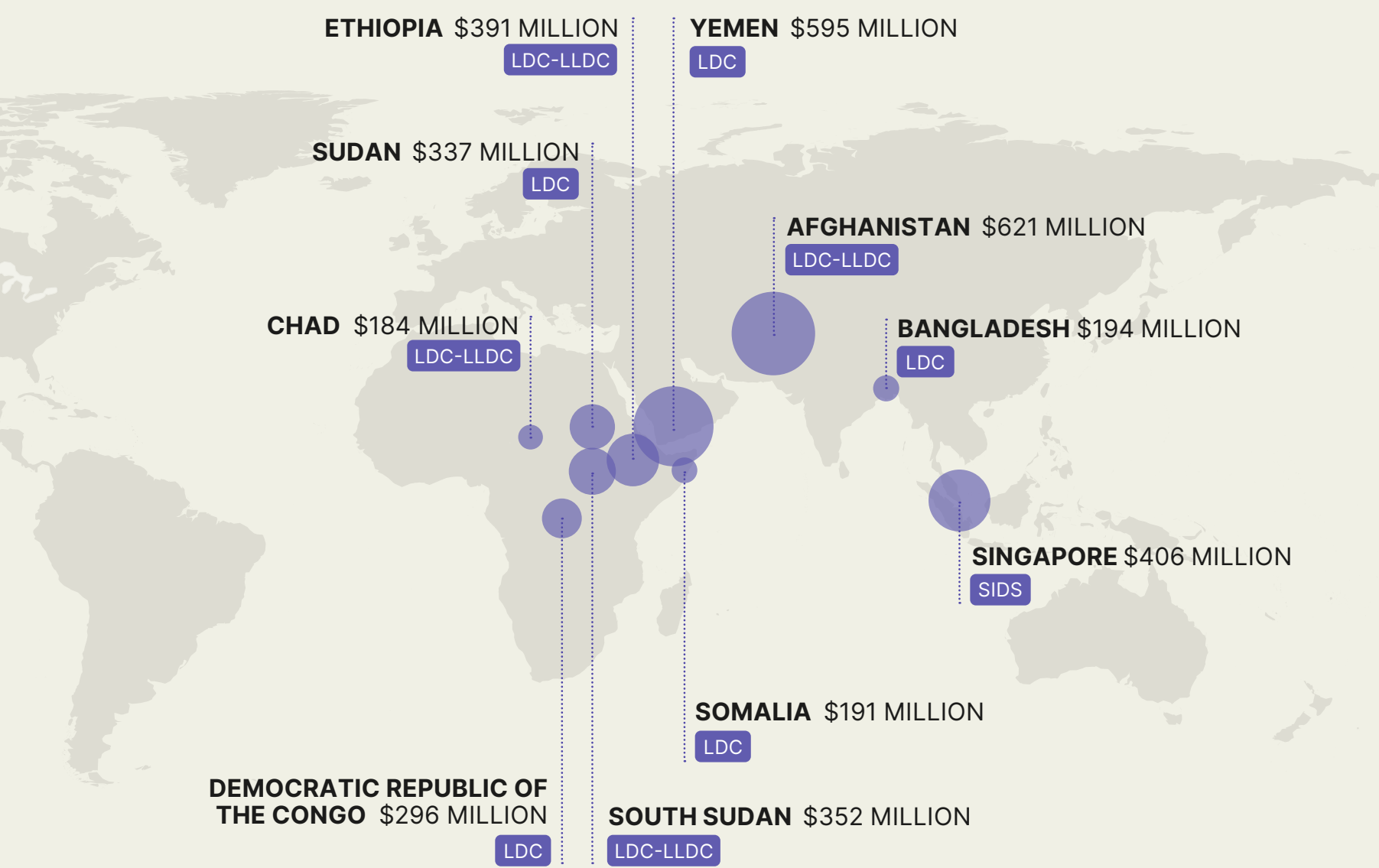
\$3.0 billion

Total procurement from LLDCs in 2024

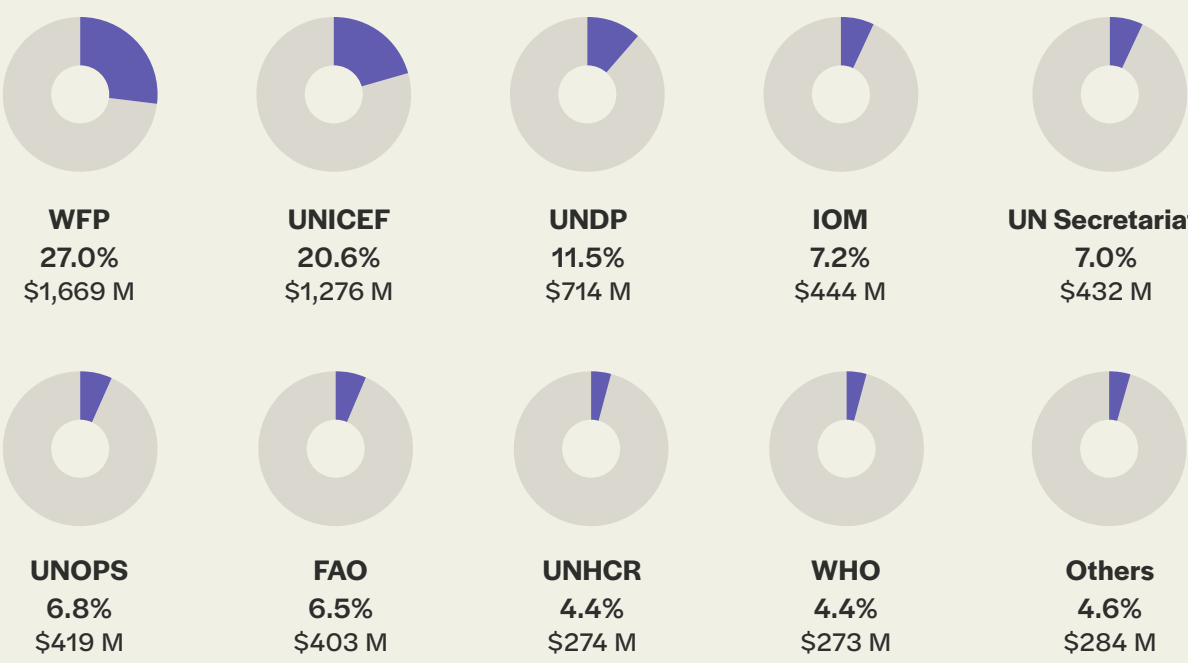
\$799 million

Total procurement from SIDS in 2024

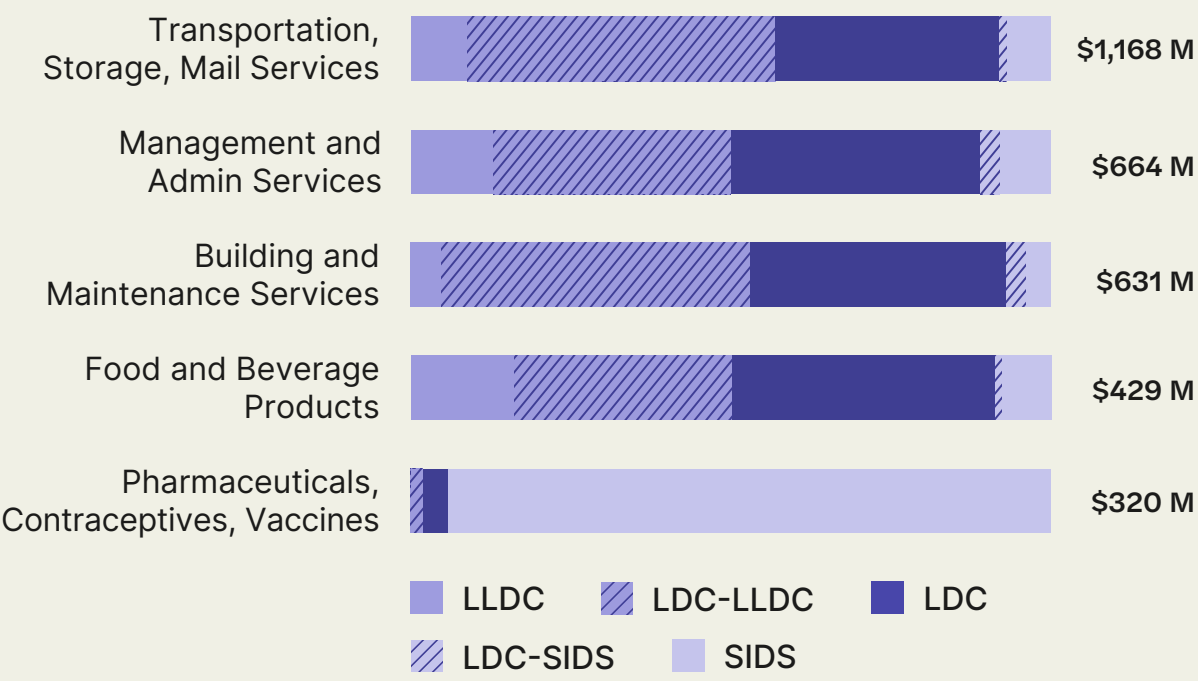
TOP 10 SUPPLIER COUNTRIES AMONG LDCs, LLDCs AND SIDS



TOP ORGANIZATIONS PROCURING FROM LDCs, LLDCs AND SIDS



TOP PROCUREMENT CATEGORIES FROM LDCs, LLDCs AND SIDS



HOW DO WE DO PROCUREMENT WITHIN THE UNITED NATIONS SYSTEM?



PROCUREMENT BY ORGANIZATIONS OF THE UNITED NATIONS SYSTEM

In 2024, UN organizations maintained high levels of procurement activity, reflecting a continued shift from pandemic-driven emergency response to longer-term development, humanitarian support and resilience building initiatives. Procurement volumes continued to exceed pre-pandemic levels, demonstrating the UN system’s ongoing response to complex global needs. Sustainability practices also developed, with 27 organizations reporting the integration of environmental, social and economic considerations in their procurement processes.

Across the UN, procurement volumes increased for 18 organizations, while 14 organizations recorded decreases compared to 2023. Organizations that increased procurement collectively recorded an increase of \$1.7 billion.

UNICEF maintained its position as the largest procuring organization, with procurement reaching \$5.6 billion in 2024 – an increase of \$366 million, or 7.0 per cent, compared to 2023. Growth was primarily driven by increased procurement of *Pharmaceuticals, contraceptives and vaccines* (up by \$284 million), *Engineering and research services* (up by \$58 million) and *Management and administrative services* (up by \$47 million). While the United States of America remained the largest supplier for UNICEF, accounting

Table 4

Procurement by UN organization, 2024

Organization	Total 2024 (\$ millions)	Total change 2023-2024 (%)	Share of procurement from LDCs/LLDCs/SIDS 2024 (%)	Share of collaborative procurement 2024 (%)
UNICEF	5,610.3	↑ 7.0%	22.7%	0.3%
WFP	3,912.9	↓ 12.7%	42.6%	2.6%
UNDP	2,890.0	↑ 13.5%	24.7%	10.7%
UN Secretariat	2,785.0	↓ 5.2%	15.5%	4.2%
UNOPS	1,678.7	↑ 4.6%	25.0%	7.8%
IOM	1,668.0	↑ 39.8%	26.6%	1.3%
WHO	1,391.2	↓ 8.4%	19.6%	11.6%
UNHCR	1,314.5	↓ 0.4%	20.9%	19.9%
PAHO	1,096.1	↑ 11.7%	1.7%	0.1%
FAO	721.6	↓ 4.1%	55.8%	3.8%
UNFPA	516.0	↓ 4.3%	14.6%	11.3%
UNRWA	460.3	↑ 86.7%	0.1%	3.5%
ILO	323.3	↓ 1.0%	17.8%	4.0%
IAEA	184.4	↓ 4.6%	0.9%	1.8%
UN Women	184.0	↑ 4.3%	25.2%	19.5%
WIPO	180.1	↑ 6.3%	1.2%	29.4%
UNESCO	163.3	↑ 4.2%	21.0%	17.6%

Continued on next page →

for \$771 million in procurement, suppliers from the United Kingdom of Great Britain and Northern Ireland and Singapore recorded significant increases, each seeing growth of over \$160 million compared to 2023, largely driven by the increased procurement of health supplies.

WFP remained the second largest procuring organization, with procurement totalling \$3.9 billion in 2024 – a decrease of \$570 million, or 12.7 per cent, compared to 2023. The decline was predominantly driven by reduced procurement of *Food and beverage products* (down by \$387 million) as food distribution operations scaled back following surges during peak global emergencies. Despite this decline, WFP retained its position as the largest procurer in the *Transportation, storage and mail services* segment, with procurement in this category totalling \$1.4 billion in 2024. Türkiye and Kenya remained among the largest sourcing countries for WFP, with \$211 million and \$190 million, respectively, although both recorded notable decreases compared to 2023. In contrast, procurement from Sudanese suppliers increased sharply by \$78 million to a total of \$180 million, reflecting intensified humanitarian response by WFP to conflict and displacement in the region.

WFP also reported \$100 million in collaborative procurement, of which \$92 million was through UN-to-UN procurement, largely for *Politics and civic affairs services* (\$65 million).

UNDP recorded procurement of \$2.9 billion in 2024, a 13.5 per cent increase compared to 2023, moving from fourth largest to third largest procuring organization.

Table 4 Continued from previous page

Organization	Total 2024 (\$ millions)	Total change 2023-2024 (%)	Share of procurement from LDCs/LLDCs/SIDS 2024 (%)	Share of collaborative procurement 2024 (%)
UNIDO	159.8	↑ 15.7%	10.4%	3.3%
ICAO	95.0	↑ 3.2%	0.3%	7.6%
IFAD	66.8	↑ 10.8%	9.0%	23.2%
UNFCCC	35.3	↑ 45.3%	4.6%	36.5%
UNAIDS	33.7	↓ 11.2%	29.4%	14.1%
ITC	31.8	↑ 15.4%	28.9%	29.1%
WTO	29.9	↑ 16.5%	0.0%	20.5%
ITU	27.9	↑ 20.4%	3.6%	19.8%
WMO	21.9	↑ 12.9%	2.2%	49.2%
UPU	20.7	↑ 6.2%	7.2%	8.5%
OPCW	20.4	↓ 9.0%	0.6%	1.2%
IMO	14.4	↓ 18.9%	0.1%	4.7%
UNU	11.5	↓ 29.0%	1.5%	15.1%
UNV	9.1	↓ 2.0%	0.5%	78.4%
UN Tourism	3.7	↓ 1.7%	0.8%	0.6%
UN Total	25,661.8	↑ 2.9%	24.1%	5.6%

Note: Calculation of share of procurement from LDCs, LLDCs and SIDS excludes data where the supplier country is unknown.



This represented the organization's highest annual procurement volume on record, exceeding its previous peak in 2022 by \$50 million. Growth was most prominent in *Management and administrative services* and *Engineering and research services* – each recorded increases of over \$100 million in 2024. Geographically, UNDP expanded its procurement from several key supplier countries. Procurement from suppliers in Lebanon grew by \$96 million, making UNDP the largest UN organization procuring from Lebanese suppliers, particularly in the areas of *Financial and insurance services* and *Engineering and research services*. Procurement from India also rose significantly, increasing by \$68 million, mostly due to health sector goods and services. Additionally, procurement from Ukrainian suppliers increased from \$49 million in 2023 to \$76 million in 2024, supporting the expansion of UNDP recovery and reconstruction initiatives in the country.

UNDP recorded the highest level of collaborative procurement among UN organizations, totalling approximately \$310 million. Of this, \$103 million consisted of UN-to-UN procurement, mainly in *Engineering and research services* and *Management and administrative services*.

The UN Secretariat recorded procurement of \$2.8 billion in 2024, reflecting a modest decrease of \$154 million, or 5.2 per cent, compared to 2023. While overall procurement declined, the UN Secretariat recorded an increase in the procurement of *Fuels and lubricants* (up by 23 million), remaining the largest procurer in the category. By contrast, procurement volumes decreased notably in

categories such as *IT and communications equipment* (down by \$36 million) and *Travel, food and lodging services* (down by \$31 million). Nevertheless, these two categories remained the largest collaborative procurement categories for the UN Secretariat, with a combined volume of \$46 million, representing almost half of its total collaborative procurement.

UNOPS ranked fifth in 2024, recording procurement of \$1.7 billion – a 4.6 per cent increase compared to 2023. This marked its second highest procurement volume on record, after 2021. UNOPS maintained strong procurement levels in *Building and maintenance services*, supporting infrastructure projects across multiple regions, with total procurement in the category reaching \$248 million. Argentina, Yemen and Afghanistan were the largest supplier countries for UNOPS in this category, each recording procurement volumes over \$30 million. *Motor vehicles and parts* was the second largest procurement category for UNOPS, totalling \$218 million, an increase of \$40 million compared to 2023. This included deliveries to the State of Palestine to facilitate the movement of humanitarian aid supplies, as well as the procurement of electric trolley buses on behalf of the government of Ecuador. Procurement of *Politics and civic affairs services* also grew significantly, rising by \$63 million to a total of \$78 million, primarily supporting the Community Resilience and Livelihoods Project in Afghanistan. Notably, almost a quarter of procurement in this category was sourced through UN-to-UN procurement.

IOM recorded the largest absolute growth among UN organizations in 2024, with procurement increasing by \$475 million, or 39.8 per cent, to reach \$1.7 billion –

Figure 6 Procurement by UN organizations from LDCs/LLDCs/SIDS, 2023-2024
(top 10 organizations by total procurement volume)

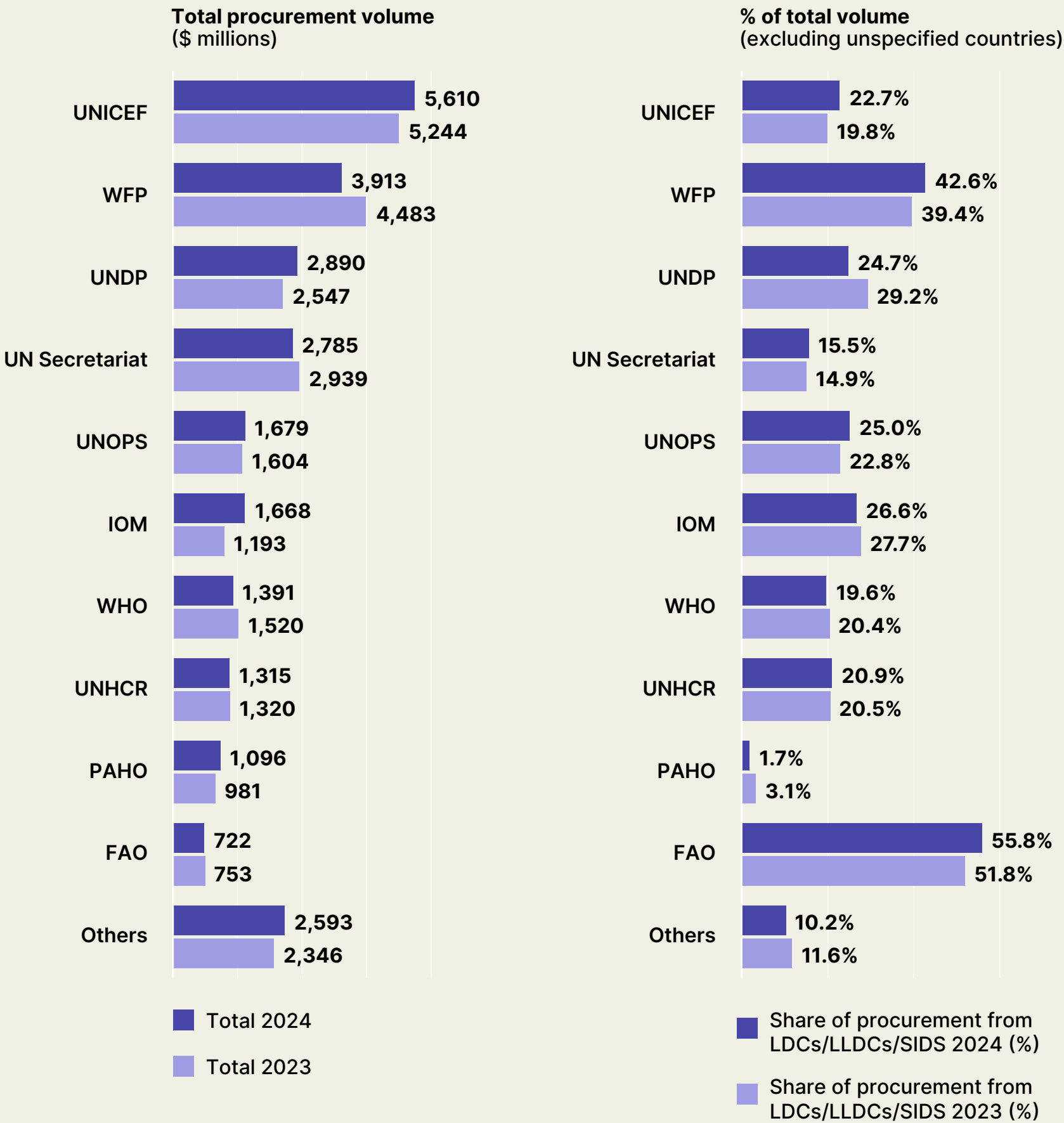


Figure 7 Collaborative procurement reported by UN organization (top 10 procuring organizations)

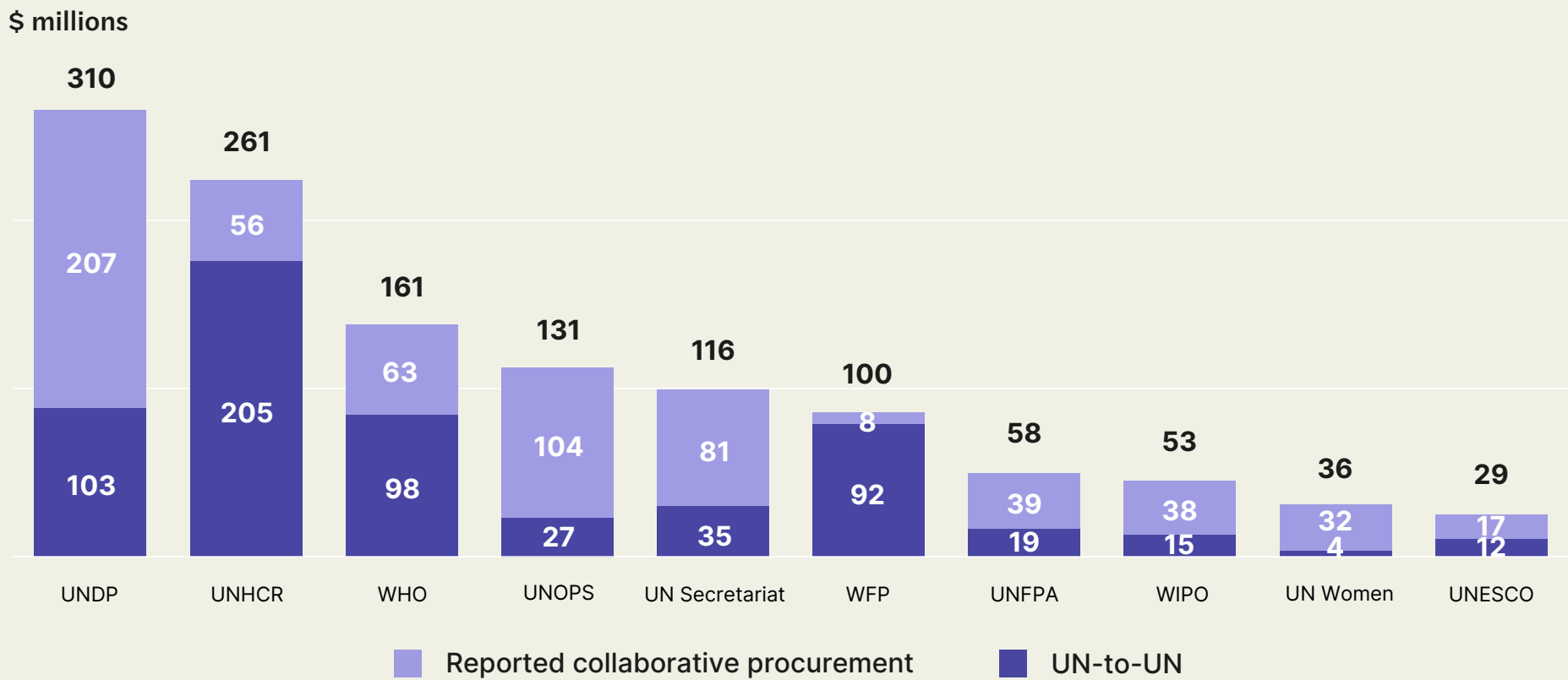
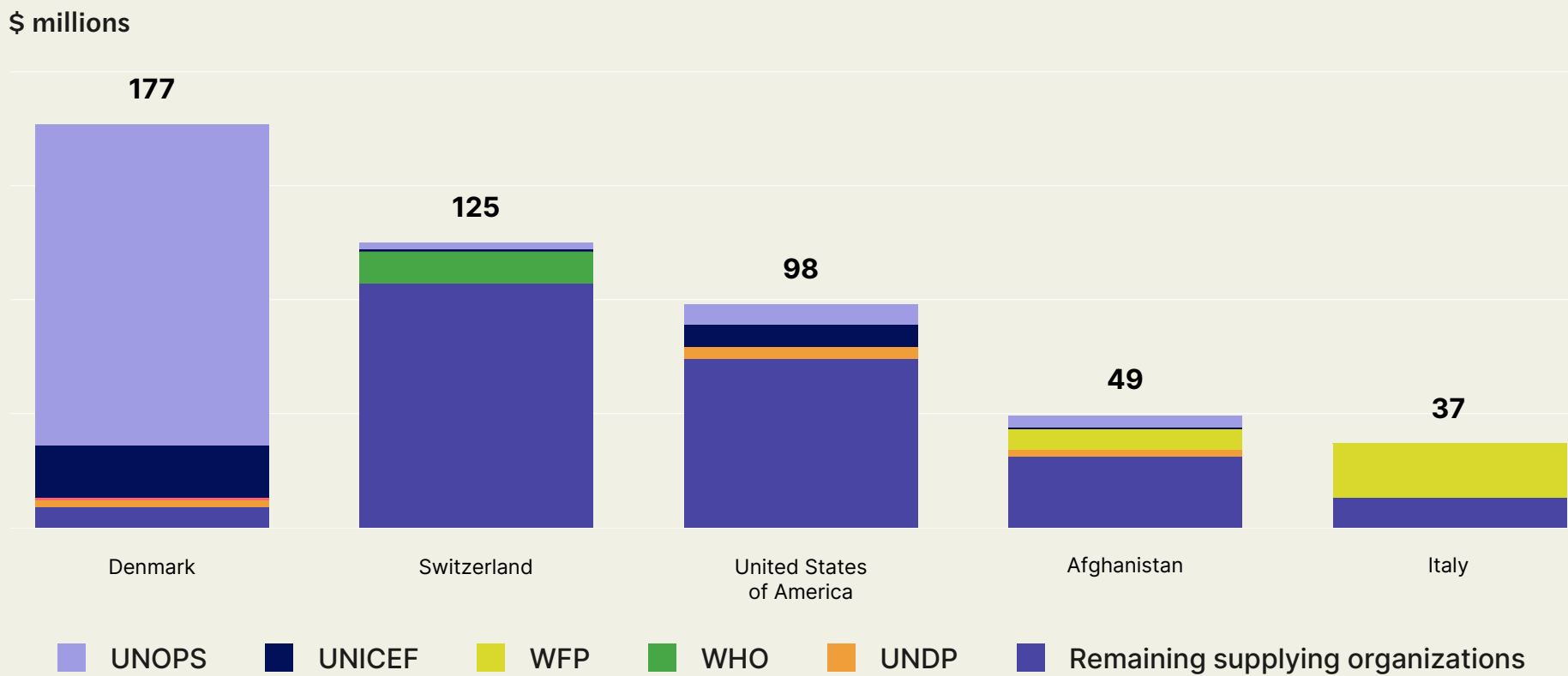


Figure 8 UN-to-UN procurement by supplier country and supplying UN organization



its highest procurement volume on record. Procurement by IOM was only \$11 million lower than UNOPS. Growth was primarily driven by increased procurement of *Transportation, storage and mail services*, which rose by \$353 million. This was largely due to increased procurement in *Passenger air transportation*, reflecting the inclusion of migrant tickets purchased by IOM to provide direct movement assistance to migrants.

Procurement by WHO totalled \$1.4 billion, representing an 8.4 per cent decrease compared to 2023, primarily due to the normalization of health supply operations following surges during previous emergencies. UNHCR reported procurement of \$1.3 billion, reflecting a marginal decline of 0.4 per cent. FAO recorded procurement of \$722 million, down by 4.1 per cent from 2023. In contrast, procurement by PAHO rose by \$115 million to reach \$1.1 billion, largely driven by increased vaccine-related procurement.

Beyond the top 10 organizations, UNRWA recorded the largest increase both in absolute and percentage terms, its total procurement volume rising by \$214 million to \$460 million – an 86.7 per cent increase – and reflecting intensified humanitarian response activities, particularly in the Near East. The United Nations Industrial Development Organization (UNIDO) increased its procurement by \$22 million to \$160 million, supported by growth in environmental project activities. In percentage terms, the United Nations Framework Convention on Climate Change (UNFCCC) recorded the second largest growth across the UN system, increasing its procurement by 45.3 per cent to \$35 million.

As collaborative procurement grew in 2024, many UN organizations not only engaged in procuring collaboratively but also served as suppliers to other organizations, leveraging their specialized capabilities and procurement platforms.

UNOPS remained the largest supplying organization for UN-to-UN procurement, providing \$189 million in goods and services to other UN organizations – an increase from \$157 million in 2023. A significant share of this – \$160 million – was delivered under *Management and administrative services*, primarily to UNHCR.

UNDP was the second largest supplier among UN organizations, recording \$114 million in procurement provided to other UN organizations (up by \$25 million). Its main contributions were in *Politics and civic affairs services* (\$37 million) and *Management and administrative services* (\$23 million). The main procurers from UNDP were WFP and the UN Secretariat, both recording procurement volumes of over \$30 million.

WFP followed with \$79 million worth of goods and services supplied to other UN organizations, including \$22 million in *Transportation, storage and mail services* and \$24 million in *Management and administrative services*.

In addition to procurement-focused collaboration, some UN organizations engaged in broader supply chain management collaboration, distinct from procurement transactions. Following the definition by the High-Level Committee on Management

Procurement Network (HLCM-PN), supply chain collaboration includes sharing of technical requirements, quality assurance activities, joint forecasting, logistics and warehousing coordination, manufacturer capacity assessments and joint strategic planning.

UNICEF was the only UN organization reporting this type of collaboration in 2024. Through these cooperative supply chain management efforts, UNICEF engaged extensively with other UN organizations and development partners. In 2024, approximately 79 per cent of the UNICEF goods procurement volume – totalling \$3.0 billion – resulted from collaboration at the supply chain management level.

KEY STATS

18 UN organizations
increased procurement in 2024,
with a combined growth of
\$1.7 billion

UNICEF
was the top procuring
organization, reaching
\$5.6 billion
in procurement

IOM
recorded the largest
absolute growth, increasing
procurement by
\$475 million to \$1.7 billion –
its highest on record



INTEGRATING DISABILITY-INCLUSIVE PRACTICES INTO PROCUREMENT



ILO Disability Champions Network meeting for the launch of the ILO Disability Inclusion Strategy 2024-2027. Switzerland © ILO/Jürgen Menze

Since 2020, the International Labour Organization (ILO) has advanced socially sustainable procurement practices by promoting disability-inclusive procurement of goods and services. As part of its efforts, the ILO contributed technical expertise on procurement and disability inclusion for the development of the UN Guidelines on the Implementation of Indicator 8 on Procurement under the UN Disability Inclusion Strategy (UNDIS) through the dedicated Task Team of the HLCM-PN.

In 2024, aligning with the UN Guidelines and based on a risk assessment, the ILO launched a sourcing exercise for facilitation and coaching services. The exercise incorporated preferred evaluation criteria focused on disability-inclusive facilitation and coaching practices. The evaluation panel included members with expertise in facilitation, coaching and disability inclusion. Bidders were assessed through a targeted questionnaire and interviews, requiring them to demonstrate their approaches to inclusive methodologies. Following the award, the ILO plans to offer optional resources to contracted suppliers to strengthen their understanding of the organization's non-discrimination mandate.

The long-term agreements resulting from the exercise are being utilized by multiple UN organizations, supporting broader access to disability-inclusive facilitation and coaching services across the UN system. This initiative reflects continued commitment by the ILO to embedding social sustainability principles within UN procurement practices.

SUSTAINABLE PROCUREMENT

The 2024 ASR demonstrates the ongoing commitment of UN organizations to sustainable procurement practices, recognizing their fundamental role in ensuring responsible sourcing, ethical supplier selection and a commitment to promoting sustainable growth throughout the supply chain.¹ The ASR provides insight into the progress made in the integration of sustainability considerations into procurement practices across the UN system based on voluntary reporting by UN organizations. In 2024, 31 of 32 UN organizations² contributed information about their sustainable procurement efforts, which reveals a growing recognition that sustainable procurement is not merely a trend but a fundamental driver in shaping a more sustainable future.

In 2024, key highlights included increased adoption and mainstreaming of environmental, social and economic criteria in UN organizations’ procurement processes, with several organizations emphasizing increased tender notices using the [United Nations Global Marketplace \(UNGM\) sustainable procurement indicators](#). Collaboration among organizations through HLCM-PN task forces was reported with the development of the [Gender-Responsive Procurement \(GRP\) Model Policy Framework](#) by

1. Since the adoption of the [Sustainable Procurement Statement](#) by the HLCM-PN in 2009, sustainable procurement has become increasingly prominent and important in UN organizations.

2. The International Atomic Energy Agency did not report on this occasion.

Figure 9 Progress in the adoption of sustainable procurement policy, strategy and targets, 2023-2024

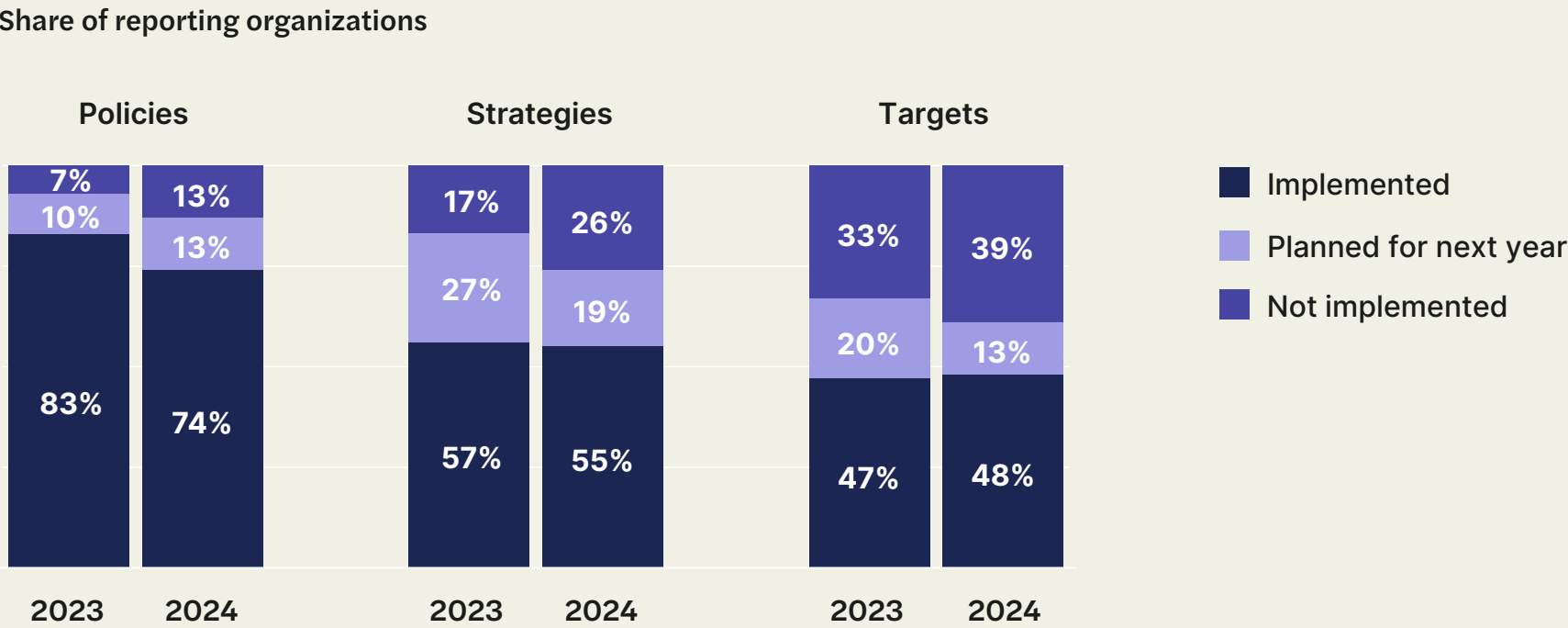
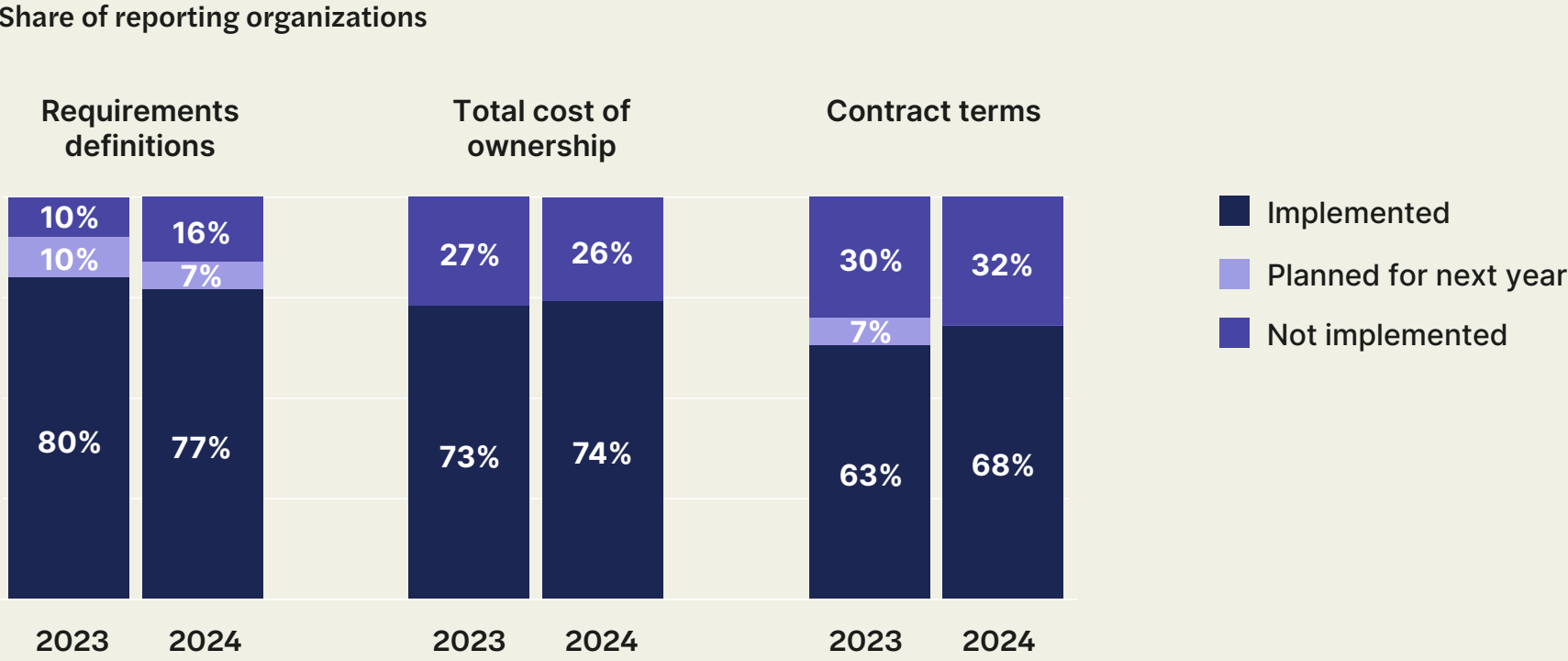


Figure 10 Progress in the integration of sustainable procurement principles into the procurement process, 2023-2024



the GRP Task Force, chaired by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), alongside bilateral efforts such as the [UNOPS and ILO pilot of the Delivering Responsibility in Vendor Engagement \(DRiVE\) supplier sustainability programme](#). Furthermore, the enhancement of procurement systems and tools (reported by IOM, UNOPS, the UN Secretariat and WFP) is enabling better tracking, reduced paper usage, and integration of sustainability requirements in contracts and supplier management.

Increasingly, UN organizations are focusing on the key thematic areas of climate action and environmental protection. This includes elements such as the transition to renewable energy solutions as reported by the UN Secretariat and IOM, the reduction and monitoring of carbon emissions (with several organizations like UNHCR and UNOPS reporting new strategies, targets, and action plans, and UNICEF and PAHO establishing scope 3 baselines), the development of monitoring tools (WFP), and the use of greener specifications, among other initiatives.

A growing focus on social sustainability characterized UN organizations' efforts, encompassing several key areas. Focusing on human rights and labour standards in UN supply chains, the ILO piloted Human Rights Due Diligence Guidance for digital technology, while UNICEF developed resources for safeguarding and risk management in contracts in the area of prevention of sexual exploitation and abuse. UN Women and the ILO reported promoting and integrating gender-responsive elements into

their procurement processes. Disability-inclusive procurement was supported by new training and guidelines (United Nations Volunteers, ILO) and dedicated staff (UNRWA). Finally, a growing emphasis on local economy and community benefits was evident in the significant local and regional procurement reported by WFP and the UN Secretariat's focus on local capacity building.

While the number of UN organizations with formal sustainable procurement policies decreased slightly from the previous year, a significant majority (23 out of 31 organizations, or over 70 per cent) still reported having such policies integrating sustainability. Seventeen organizations have dedicated sustainable procurement strategies, which is consistent with last year's results. There has been a positive trend in the number of organizations adopting measurable sustainability targets, with 15 organizations doing so by 2024. These targets included increasing the share of tenders with sustainable procurement indicators published on UNGM; implementing the UN Disability Inclusion Strategy (indicator 8); setting specific targets for supplier engagement; and including climate considerations in the procurement of goods and services, among others.

Recognizing the need for robust implementation, organizations highlighted the importance of internal capacity building. This commitment is demonstrated by the increased proportion of UN organizations reporting the training of their procurers in sustainable procurement practices within the past three years, exceeding 60 per cent in 2024. These organizations utilized various methods such as in-person sessions,

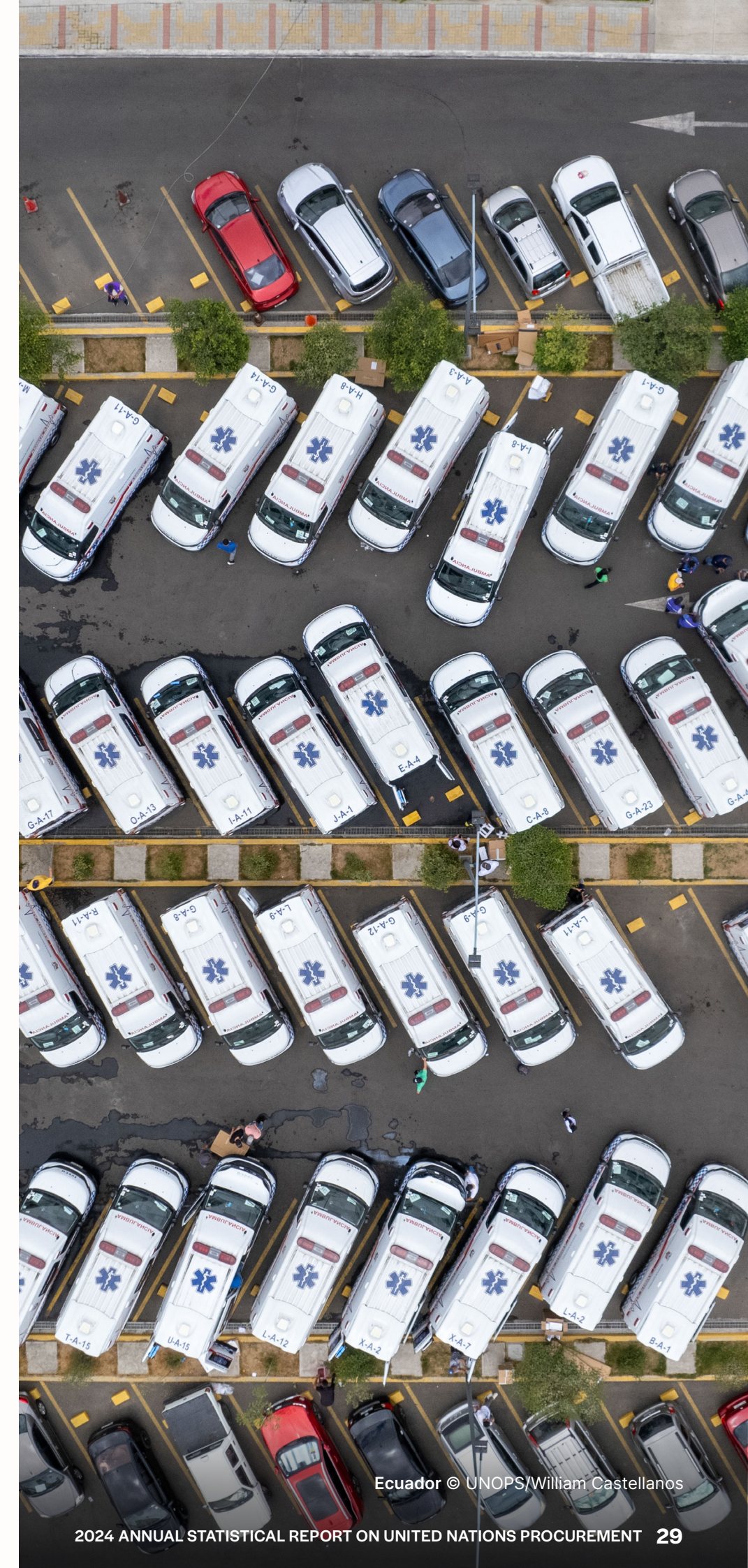


















































Table 5 Status of the inclusion of sustainability considerations in procurement, 2024

Organization	Dimensions of sustainability considerations in procurement	Integration of sustainability criteria (i.e., environmental, social or economic) in its requirements definitions	Estimated share of procurement that included sustainability criteria in requirements definitions	
			Procurement for administrative areas (%)	Procurement for technical areas (%)
FAO	  	Yes	No data	Not applicable
ICAO	  	Yes	11%-20% →	11%-20% →
IFAD	  	Yes	No data	Not applicable
ILO	  	Yes	No data	No data
IMO	  	Planned for 2025	-	-
IOM	  	Planned for 2025	-	-
ITC	  	Yes	11%-20% →	11%-20% →
ITU	  	No	-	-
OPCW	  	No	-	-
PAHO	  	Yes	0%-5% N	21%-50% N
UN Secretariat	  	Yes	-	No data
UN Tourism		No	-	-
UN Women	  	Yes	76%-100% N	76%-100% N
UNAIDS	 	Yes	51%-75% ↑	76%-100% →
UNDP	  	Yes	6%-10% →	6%-10% →
UNESCO	  	Yes	21%-50% →	21%-50% →

 Environmental  Social  Economic Compared to 2023: → Stable ↑ Higher ↓ Lower N: New











































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self-paced e-learning courses, webinars and virtual training, sometimes with inter-organizational support. Furthermore, a growing number of organizations are making further investments to strengthen their internal sustainable procurement capacity, with over 50 per cent (17 out of 31) reporting such initiatives in 2024. These investments included the development of scope 3 emission tracking tools, use of procurement dashboards incorporating sustainability metrics, and recruitment of sustainable procurement and capacity building personnel across regional and headquarters levels, alongside upgrades to enterprise resource planning and e-procurement systems.

The integration of sustainability criteria into requirements definitions is key for sustainable procurement. This ensures that procured goods, services and works promote social responsibility, reduce environmental impact, create value for beneficiaries and lead to long-term cost savings. In 2024, 24 organizations incorporated these criteria into their requirements definitions, consistent with the previous year.

The integration of all three sustainability dimensions (environmental, social and economic) into procurement processes has been consistently increasing. In 2024, over 87 per cent of organizations (27 out of 31) achieved this, with 2 more incorporating at least 2 dimensions. Notably, social considerations were integrated by all organizations in 2024, while the inclusion of economic and environmental aspects also demonstrated positive progress compared to the previous year.

Table 5 Continued from previous page

Organization	Dimensions of sustainability considerations in procurement	Integration of sustainability criteria (i.e., environmental, social or economic) in its requirements definitions	Estimated share of procurement that included sustainability criteria in requirements definitions			
			Procurement for administrative areas (%)		Procurement for technical areas (%)	
UNFCCC	  	Yes	21%-50%	↓	21%-50%	↓
UNFPA	 	Yes	No data		No data	
UNHCR	  	Yes	No data		No data	
UNICEF	  	Yes	76%-100%	→	76%-100%	→
UNIDO	  	Yes	No data		No data	
UNOPS	  	Yes	51%-75%	→	51%-75%	→
UNRWA	  	Yes	6%-10%	→	11%-20%	→
UNU	  	Yes	0%-5%	N	Not applicable	
UNV	  	Yes	6%-10%	→	6%-10%	→
UPU	  	No	-		-	
WFP	  	Yes	11%-20%	→	No data	
WHO	  	Yes	11%-20%	↓	6%-10%	↓
WIPO	  	Yes	76%-100%	→	51%-75%	↓
WMO	  	Yes	76%-100%	↑	51%-75%	↑
WTO		No	-		-	

 Environmental  Social  Economic Compared to 2023: → Stable ↑ Higher ↓ Lower N: New

Demonstrating a consistent focus on economic considerations in procurement, over 70 per cent (23 of 31) of reporting organizations continued to employ the total cost of ownership method for financial evaluations in 2024, assessing factors beyond the initial price like spare parts, maintenance, training, shipping and disposal to achieve best value and economic sustainability.

In addition to the UN Supplier Code of Conduct and standard contract terms, reporting organizations are increasingly using sustainability clauses in their contracts as a key mechanism to ensure suppliers meet their commitments to sustainability goals and criteria. This practice grew in 2024, with 21 out of 31 organizations reporting its current implementation.

Recognizing the critical role of supplier engagement in driving sustainability in procurement through enhanced supplier maturity, risk mitigation and innovation, 13 out of 31 organizations collaborated with their suppliers on supply chain sustainability in 2024, with 2 additional organizations planning to initiate such engagement. Moreover, a noteworthy and steady increase was observed in the number of organizations actively promoting the UN Global Compact among their suppliers, reaching 22 out of 31 in 2024.

Verifying adherence to the UN Supplier Code of Conduct remains a key aspect of interaction with suppliers. While this practice had seen a negative trend in prior years, over half of reporting

organizations still engaged in such verifications in 2024, primarily through supplier questionnaires, maintenance of the UNGM roster, and on-site or remote assessments.

Looking ahead, UN organizations are committed to using procurement to support the advancement of the Sustainable Development Goals (SDGs). They plan to achieve this by aligning procurement processes with SDG objectives, promoting more sustainable supply chains, enhancing supplier

engagement on sustainability issues, integrating environmental, social and economic considerations into procurement decisions, building internal and external capacity in sustainable procurement, and developing specific strategies and tools to track and improve their performance in sustainable procurement.

The following is a snapshot of other key trends in 2024. More detailed information can be found on the [ASR website](#).

KEY STATS

27 out of 31 organizations
reported the inclusion of environmental, social and economic considerations in their procurement

42% of organizations
engaged suppliers on supply chain sustainability in 2024

Figure 11 Status of supplier engagement, 2023-2024

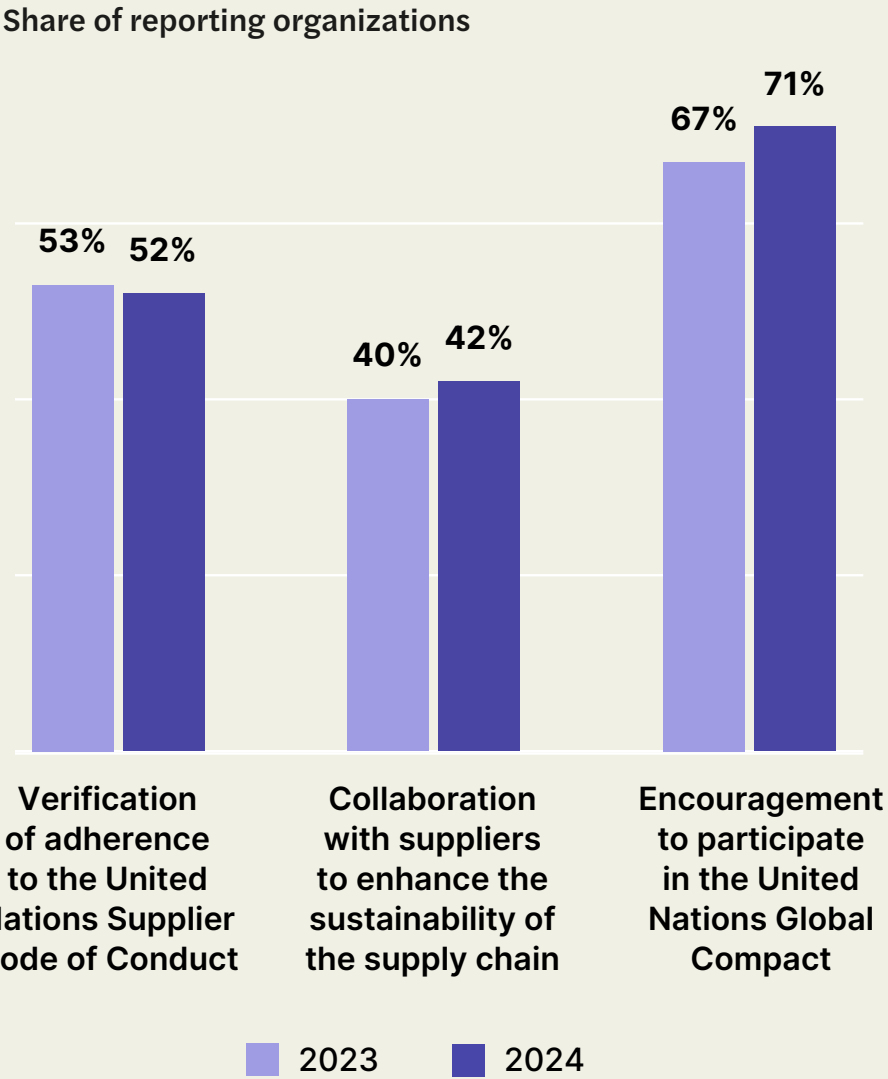
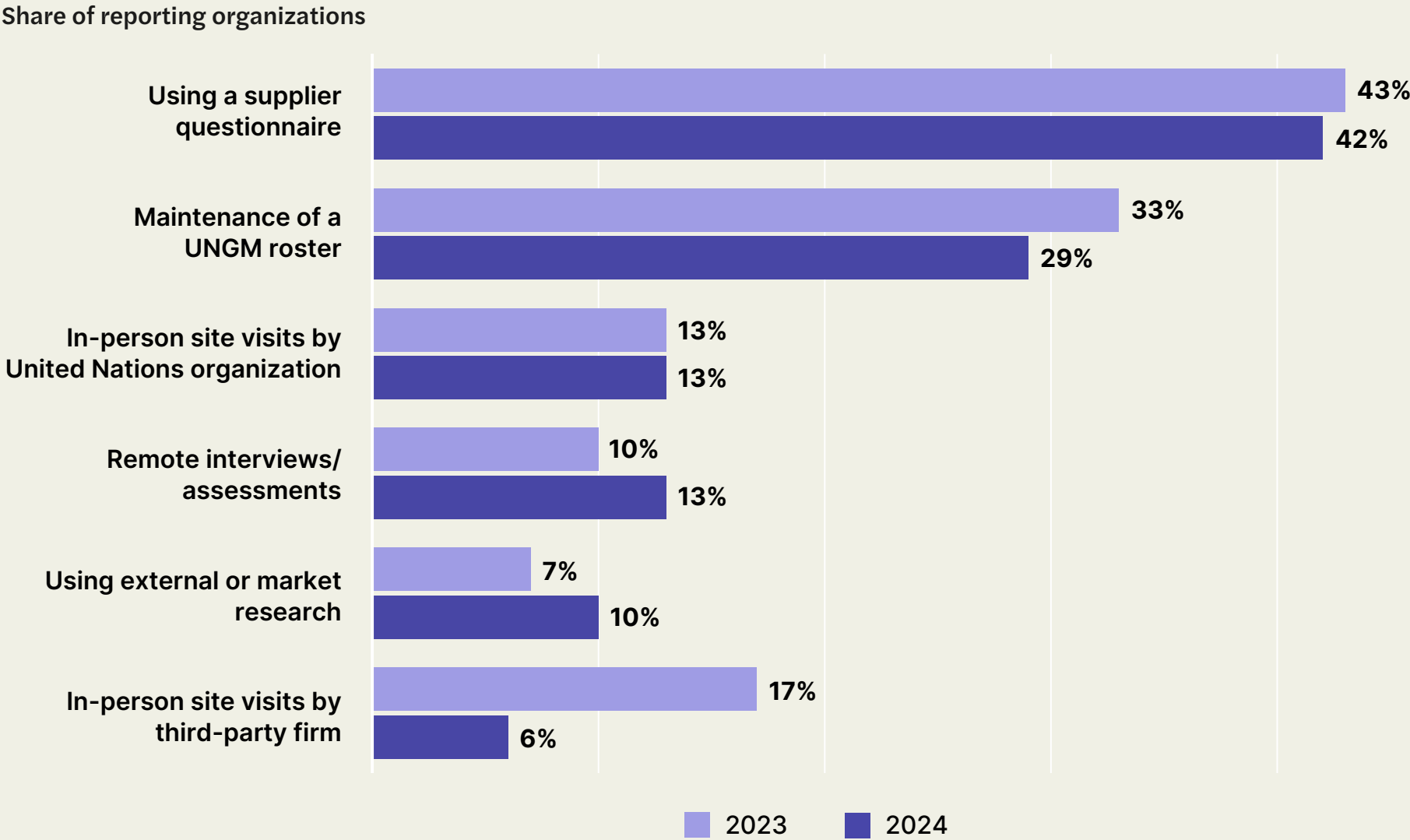


Figure 12 Methods of verifying adherence to the UN Supplier Code of Conduct, 2023-2024



UPCYCLING NUTRITION PACKAGING INTO BUILDING MATERIALS



Inspection of construction blocks made from recycled packaging.
Pakistan © WFP/Rafay Qazi

Pakistan faces persistent challenges related to maternal and child malnutrition, with nearly 10 million children affected by stunting. In response, the government of Pakistan launched the Benazir Nashonuma Programme to focus on stunting prevention during the critical first 1,000 days of life. The programme distributes lipid-based nutrient supplements (LNS) to mothers and children; however, managing the resulting packaging waste presented environmental challenges requiring a sustainable solution.

WFP in Pakistan developed an innovative circular economy initiative, collaborating with a local recycler to upcycle LNS plastic sachets into building materials. This approach replaces traditional incineration, which emits 2.2 kg CO₂e per kg of plastic, with a recycling method that significantly reduces emissions. WFP collects sachet waste and delivers it to a local recycler in Karachi, where it is processed into EcoGrete aggregate and used to produce pavers, tiles and blocks. WFP then procures these recycled materials for use in the construction and maintenance of its warehouses and for the improvement of health facilities where nutritious foods are distributed.

This recycling and procurement initiative prevents approximately 67 metric tonnes of plastic waste from reaching landfills and water bodies or being burned annually. It also reduces carbon emissions by an estimated 80 to 90 per cent compared to incineration. By fostering local green businesses and promoting the use of low-carbon construction materials, the initiative strengthens WFP commitment to responsible procurement, sustainability and localization within supply chains.



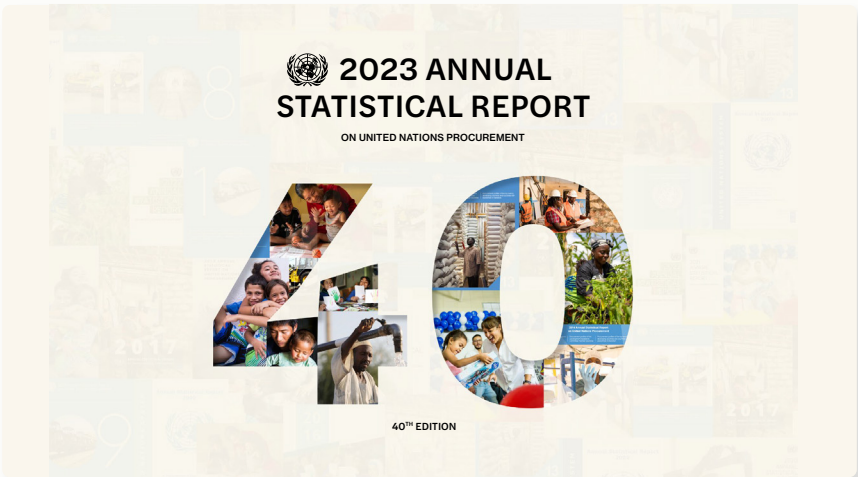
FIND OUT
MORE

FIND OUT MORE

The insights in this report only scratch the surface of the data available in the ASR. Online interactive and user-friendly dashboards containing procurement data from 2013 to 2024 are available on [UNGM](#).

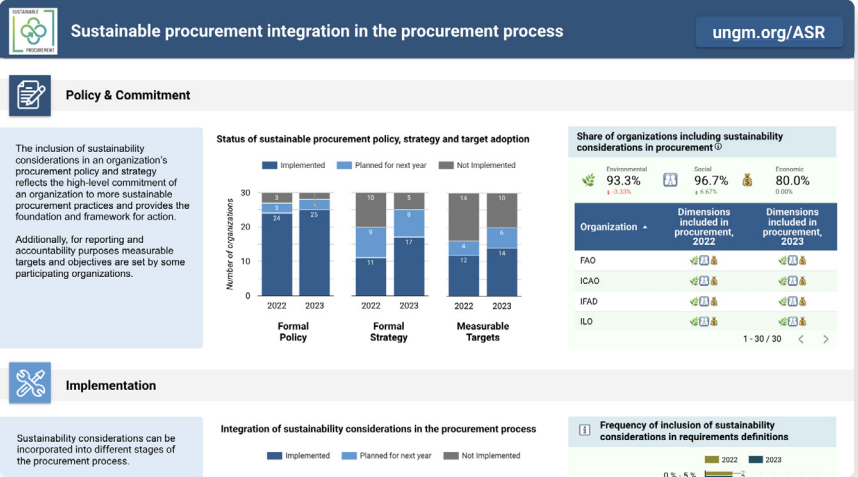
Historical reports back to 2000

➔ Explore



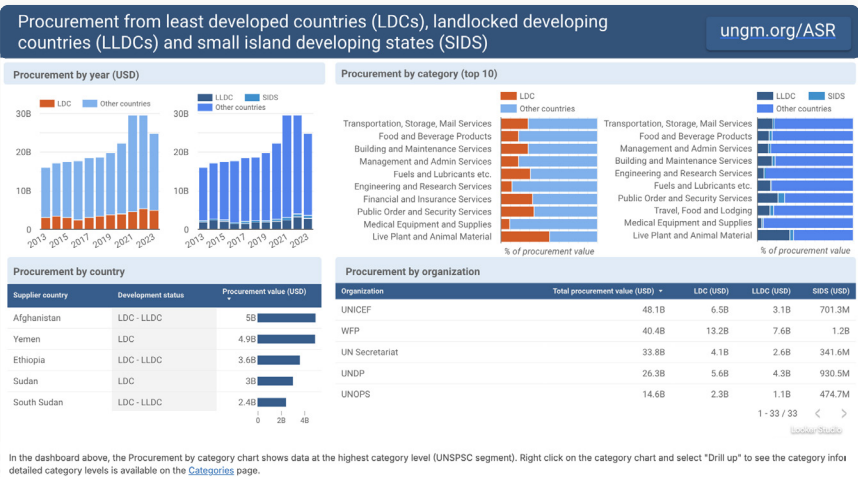
Detailed sustainability analysis

➔ Explore



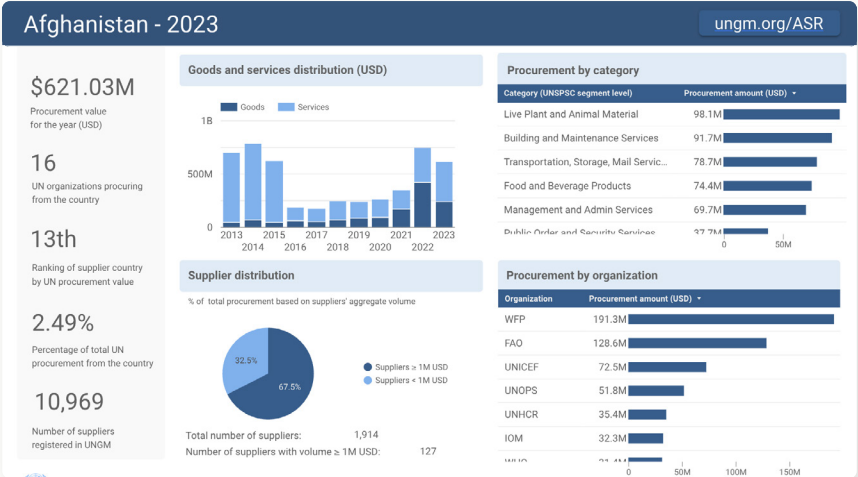
Procurement from developing countries

➔ Explore



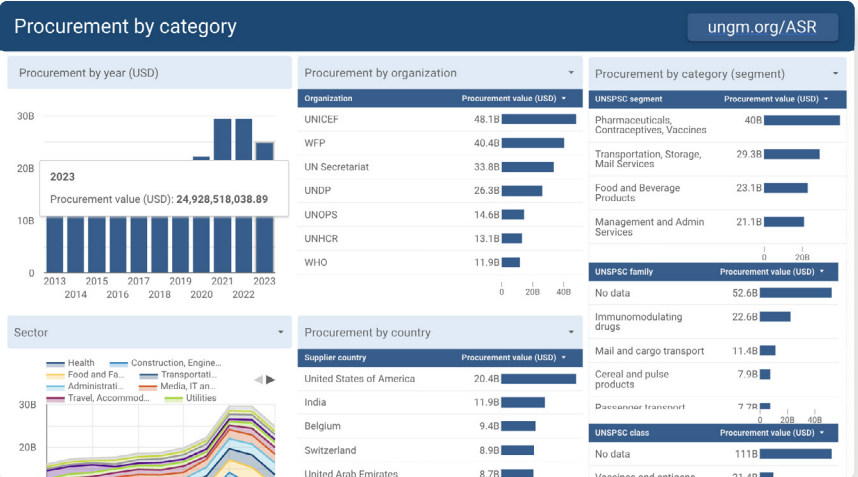
Procurement by supplier country

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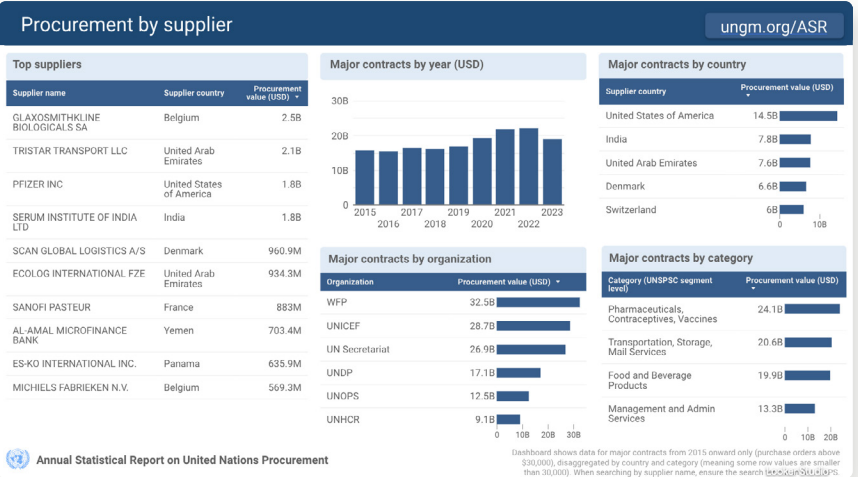
Goods and services bought by the UN

➔ Explore



Major suppliers to the UN

➔ Explore



APPENDIX



METHODOLOGY

PARTICIPANTS

A total of 32 UN organizations participated in the ASR for 2024. Where this report mentions procurement by the UN system or by UN organizations, it refers to the procurement activities of those 32 organizations. The participating organizations in this reporting year are listed in Table 6.

PROCUREMENT DATA

UNOPS requests statistical data on the procurement of goods and services for operational activities from UN organizations in the form of data on purchase orders raised in the reporting calendar year. Procurement is defined (as per the [UN Procurement Practitioner’s Handbook](#)) as the acquisition through purchase or lease of real property, goods or other products (including intellectual property), works or services.

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

Table 6 Participating organizations, 2024

FAO	Food and Agriculture Organization of the United Nations
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IMO	International Maritime Organization
IOM	International Organization for Migration
ITC	International Trade Centre
ITU	International Telecommunication Union
OPCW	Organisation for the Prohibition of Chemical Weapons
PAHO	Pan American Health Organization
UN Secretariat	United Nations Secretariat
UN Tourism	United Nations Tourism
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization

Continued on next page →

the contract. Typical examples of services include security, catering, cleaning, travel management, event management, IT services, training, freight forwarding and consulting.

While UN organizations may have different systems and methodologies for recording and reporting on procurement data individually, for the purposes of the ASR, a common definition of procurement is used, and data is collected in a standardized format. Some organizations may therefore publish procurement statistics that differ from those published in the ASR. For example UNDP, in addition to its own direct procurement portfolio, includes National Implementation Modality (NIM) – a distinct activity of UNDP – in its own procurement data (you can find more information about this on the [UNDP website](#)). However, NIM is not included in the organization’s statistics for the ASR.

Participating organizations upload procurement data into an online system, hosted by UNGM, where it is subject to an initial verification. UNOPS then conducts detailed data quality and consistency checks to ensure that the data is comparable across organizations and years. Each reporting organization is ultimately responsible for the accuracy and completeness of the data it submits.

PROCUREMENT VOLUME AND CURRENCY

Purchase orders and contracts for services are reported by contract amount and not by expenditures incurred. Many organizations are unable to report on actual expenditures due to technical limitations.

Table 6 Continued from previous page

UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNIDO	United Nations Industrial Development Organization
UNOPS	United Nations Office for Project Services
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNU	United Nations University
UNV	United Nations Volunteers
UPU	Universal Postal Union
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization
WTO	World Trade Organization

Organizations are able to submit data in one of three currencies: United States Dollars (USD), Euros (EUR) or Swiss Francs (CHF). This report uses only United States Dollars. Where organizations have submitted data in Euros or Swiss Francs, these values have been converted to US Dollars using an average exchange rate, based on operational rates of exchange published by the United Nations Treasury. The rates used for this reporting year are:

- 1.00 USD = 0.923 EUR
- 1.00 USD = 0.878 CHF

Most participating organizations operate across multiple geographies and procure in multiple currencies. Each organization determines how it converts from the original currency into currency reported for the ASR.

Unless otherwise stated, 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.

CATEGORIZATION

To enable reporting on categories of goods and services across all UN organizations, participating organizations are requested to provide procurement data based on the UN Standard Products and Services Code® ([UNSPSC](#)) standard, at the most detailed level

possible. The UNSPSC is a publicly available multi-sector standard for the classification of goods and services. It is a four-level category hierarchy – the four levels are segment, family, class and commodity. Minor adaptations have been made for the purposes of presentation in the ASR. These include abbreviating segment names for presentation purposes, and categorizing condoms under the *Pharmaceuticals, contraceptives and vaccines* segment.

There was continued improvement in the ability of reporting organizations to specify UNSPSC categories in 2024. In some limited cases, organizations are unable to provide information about the categorization of goods and services procured, in which case this data is reported as ‘unspecified goods’ and ‘unspecified services’. Unspecified categories amounted to less than 0.1 per cent of the reported procurement data.

There was an increase in the overall specificity of the categories of goods and services reported by organizations, where such categories were known. The amount of goods and services reported at the most general segment level decreased from 17.7 per cent of the total reported volume in 2021 to 14.6 per cent in 2024, while the procurement volume reported at the most specific class and commodity levels increased from 53.3 per cent, or \$11.8 billion, in 2021 to 71.9 per cent, or \$18.4 billion, in 2024.

The specificity of reported procurement within a category varies based on the organization and category concerned. Care should be taken when

analyzing data at more specific levels, as it may not be a true representation of total spend in that subcategory.

As a complement to the UNSPSC hierarchy, for the ASR, the categories are further summarized into sectors to better reflect the key areas of UN procurement. Each sector includes categories of goods and services from different UNSPSC segments, the highest level in the UNSPSC codeset. Some of these segments are split into different sectors based on the nature of the goods and services and their predominant purpose in the UN context, including:

- The *Pharmaceuticals, contraceptives and vaccines* and *Medical equipment and supplies* UNSPSC segments both have portions related to veterinary products that are grouped under the Food and Farming sector, while the rest is reported under Health.
- The *Transportation, storage and mail services* segment is divided between the Transportation and Storage and the Travel, Accommodation and Catering Services sectors, to distinguish between transportation of goods and people.
- The *Management and administrative services* segment is split between the sectors Administration and Operations and Finance, Insurance and Real Estate.
- The *Engineering and research services* segment is split between Construction, Engineering and Science, Media, IT and Communications, Administration and Operations, and Transportation and Storage.

- The *Motor vehicles and parts* segment is divided between Motor Vehicles, Industrial Machinery and Heavy Equipment, and Transportation and Storage.
- The *Apparel, luggage and personal care* segment is split between Health and Other Goods and Services.

More information about the categorizations used for the ASR can be found on the [UNGM website](#).

SUPPLIER COUNTRY

Throughout this report, the terms ‘country’ or ‘countries’ refer to countries and territories. Unless otherwise stated, they refer to supplier countries reported by the submitting organization. Tables and charts show UN Member States only – other countries or territories are grouped and displayed as ‘remaining countries’.

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 ASR 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 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.

Some UN organizations cannot report supplier country data due to the technical limitations of the procurement systems in use. Where organizations are unable to provide supplier country information, data is reported under ‘unspecified countries’.

Reporting on supplier country information further improved in 2024, with it being provided for 99.96 per cent of the total UN procurement volume compared to 99.84 per cent in 2021. A total of \$3.9 million could not be attributed to a specific country, but \$3.7 million could be attributed to a region.

For analysis that involves comparisons between supplier country and total procurement (for example, the proportion of procurement from developing countries as a percentage of procurement from all countries), adjustments have been made to only include data that states the supplier countries. For more information about country designations for the ASR, visit the [ASR website](#).

SUPPLIER NAMES

Supplier names are published in the data on major contracts on the [ASR website](#).

Where organizations are unable to provide the name of the supplier, the data is reported under ‘Unspecified supplier’. 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 is reported under ‘Name withheld for confidentiality reasons’. If the supplier is an individual, the name is reported as ‘Name withheld for privacy reasons’.

For analysis based on supplier names, adjustments have been made to only include data for which the supplier name is known (not unspecified nor withheld for security, confidentiality or privacy reasons).

COLLABORATIVE PROCUREMENT

Collaborative procurement data collected from organizations 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 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

For most organizations, this information is not recorded in their systems and requires estimation and approximation by reporting organizations. In the analysis of collaborative procurement, data that includes the name of a recognized UN entity as the supplier, as well as data flagged as collaborative by reporting organizations, is considered to be collaborative procurement.

In October 2019, the HLCM-PN agreed to the following activities being defined as supply chain management collaboration (as distinct to those defined as collaborative procurement):

- Sharing technical requirements (specifications, terms of reference, statement of works) or developing common technical and performance requirements
- Leveraging technical expertise of other UN organizations and non-UN partners to collaborate on quality assurance of products and services
- Joint forecasting, logistics and warehousing with UN and non-UN partners for the purpose of market shaping activities or joint assessments

of manufacturers' capacity with UN and non-UN partners

- Joint strategies with UN and non-UN partners, e.g., to stimulate and create product development and markets, to ensure product tracking.

Information about supply chain management collaboration is submitted separately by reporting organizations. No data on supply chain management collaboration was submitted for 2024.

SUSTAINABLE PROCUREMENT

As in previous years, to enable reporting on the extent to which UN organizations have integrated sustainability considerations into their procurement processes, a voluntary online survey was conducted in parallel with the data collection process for the ASR.

Since 2022, the achievements of specific organizations have been published in addition to aggregated data.

Recognizing some of the existing limitations in capturing sustainable procurement data, the survey included both qualitative and quantitative metrics on sustainable procurement across the following key themes:

- Policy and strategy
- Integration in procurement processes
- Internal capacity development
- Supplier engagement
- UN Global Compact

The analysis presented on sustainable procurement does not reflect any judgements on any individual organization's progress in sustainable procurement. Rather the data was aggregated to provide a snapshot of noteworthy trends within the UN system.



This document is available online at www.ungm.org/asr and www.unops.org.

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