



2025 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 United Nations (UN) system in support of its operations, projects and programmes.

This 42nd 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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UNITED NATIONS PROCUREMENT IN 2025 AT A GLANCE

UNITED NATIONS PROCUREMENT IN 2025 AT A GLANCE

Total UN procurement ↗

\$22.7 B

In 2025, UN organizations procured \$22.7 billion in goods and services, marking the fifth highest annual total on record.

Supplier countries ↗

227

A total of 227 countries and territories supplied goods and services to the UN in 2025.

Sustainability inclusion ↗

83%

In 2025, 83 per cent of reporting organizations (25 out of 30) reported having embedded sustainability criteria into requirements definitions.

Collaborative procurement ↗

\$1.7 B

Collaborative procurement across the UN system reached \$1.7 billion, accounting for 7.6 per cent of the total UN spend.

Procurement from developing countries ↗

\$5.3 B

UN procurement from suppliers in least developed countries, landlocked developing countries and small island developing states reached \$5.3 billion, accounting for 23.1 per cent of the total procurement in 2025.

Supplier engagement ↗

63%

In 2025, 63 per cent of reporting organizations (19 out of 30) engaged suppliers to verify compliance with the UN Supplier Code of Conduct.

**WHAT DID THE
UNITED NATIONS
PROCURE
IN 2025?**



United Nations procurement in 2025

United Nations (UN) procurement in 2025 totalled \$22.7 billion, a decrease of \$3.0 billion, or 11.5 per cent, compared to the \$25.7 billion recorded in 2024. It was the fifth highest annual total on record and remained above pre-COVID-19 pandemic levels, when UN spending was elevated. The decline in procurement volume compared to the previous year reflects broader fiscal trends across the United Nations system, most notably the impact of a sustained liquidity crisis, record

Member State arrears and the strategic downsizing of several high-value peacekeeping missions.

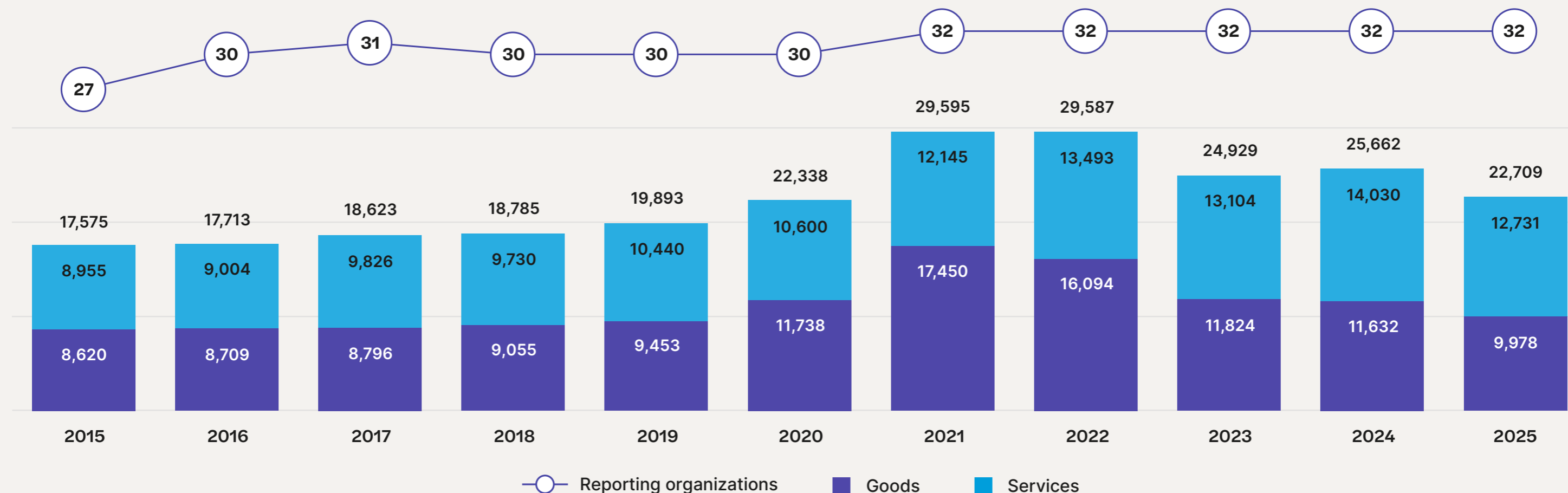
The 2025 total included \$12.7 billion in services and \$10.0 billion in goods. While the procurement of services decreased by 9.2 per cent from the \$14.0 billion reported in 2024, its share of total UN procurement rose to 56.1 per cent. Procurement of goods saw a sharper decline, falling by 14.2 per cent from \$11.6 billion

in 2024 to \$10.0 billion in 2025, indicating that the overall decrease in 2025 was driven primarily by reduced procurement of physical commodities.

In the current financial context of the UN, efforts to improve efficiency, including through collaboration among organizations, are more important than ever. Collaborative procurement reached \$1.7 billion in 2025, an increase from the \$1.4 billion reported in 2024.

FIGURE 1 Total procurement of goods and services, and number of reporting organizations, 2015-2025

\$ millions





Of this amount, \$594 million was reported as UN-to-UN procurement, while \$1.1 billion reflected other collaborative arrangements. As a result, collaborative procurement accounted for 7.6 per cent of the total UN procurement volume, compared to 5.8 per cent in the previous year. This increase was due mainly to data improvements by the United Nations Children’s Fund (UNICEF), which allowed it to report both collaborative procurement and supply chain management collaboration in detail for the first time. Previously, UNICEF reported an aggregate figure for supply chain management collaboration. Excluding the contribution by UNICEF, collaborative procurement decreased by \$111 million compared to 2024, but its share of total procurement still increased.

The 2025 Annual Statistical Report (ASR) includes procurement data from the same UN organizations as in previous years. This consistency allows for a direct comparison of procurement trends and reflects operational changes across the UN system.



More information on procurement by individual UN organizations can be found in the section [How do we do procurement within the United Nations system?](#)

Procurement by sector

In 2025, the five largest procurement sectors accounted for 68.6 per cent of total UN procurement, compared with 65.6 per cent in 2024. While the overall total decreased, the distribution of procurement remained largely consistent with previous years, showing a strong focus on health, infrastructure and operational support.

Health remained the largest sector in 2025, with procurement reaching \$5.2 billion, a decrease of \$149 million, or 2.8 per cent, compared with 2024. Despite the decline in absolute volume, the sector's share of total procurement increased from 20.7 per cent to 22.8 per cent. Activity in this sector continued to be dominated by *Pharmaceuticals, contraceptives and vaccines*, which reached \$4.0 billion and remained the single largest procurement segment across the UN system. *Medical equipment and supplies* followed at \$988 million. UNICEF remained the leading procuring organization in the sector, with \$3.2 billion, followed by the Pan American Health Organization (PAHO), with \$899 million, and the United Nations Population Fund (UNFPA), with \$281 million.

Construction, Engineering and Science remained the second largest sector, with procurement amounting to \$3.6 billion in 2025. Notably, it was the only sector to record an increase, with the procurement volume rising by \$4.7 million, or 0.1 per cent, compared with 2024. Its share of total procurement increased from 14.1 per cent to 16.0 per cent. This stability reflects the continued

TABLE 1 Procurement by sector, 2025

Category (ASR sector level)	Total 2025 (\$ millions)	Total 2024 (\$ millions)	Total change 2024-2025 (\$ millions)	Total change 2024-2025 (%)
Health	5,169.1	5,318.1	↓ 149.0	↓ 2.8%
Construction, Engineering and Science	3,635.3	3,630.6	↑ 4.7	↑ 0.1%
Administration and Operations	2,717.5	2,932.2	↓ 214.8	↓ 7.3%
Transportation and Storage	2,190.9	2,593.5	↓ 402.6	↓ 15.5%
Media, IT and Communications	1,868.2	1,943.0	↓ 74.9	↓ 3.9%
Food and Farming	1,574.3	2,362.1	↓ 787.8	↓ 33.4%
Travel, Accommodation and Catering Services	1,354.3	1,823.2	↓ 469.0	↓ 25.7%
Finance, Insurance and Real Estate	1,059.7	1,241.3	↓ 181.6	↓ 14.6%
Utilities	949.1	1,138.8	↓ 189.7	↓ 16.7%
Humanitarian Aid, Peace, Security and Safety	835.7	915.2	↓ 79.5	↓ 8.7%
Other Goods and Services	463.7	704.2	↓ 240.5	↓ 34.1%
Motor Vehicles, Industrial Machinery and Heavy Equipment	462.5	629.8	↓ 167.4	↓ 26.6%
Education, Training and Recreation	428.4	429.7	↓ 1.3	↓ 0.3%
UN total	22,708.7	25,661.8	↓ 2,953.2	↓ 11.5%

demand for infrastructure and specialized technical services across UN global operations, even during a year of overall contraction. *Building and maintenance services* was the largest segment within the sector at \$1.9 billion. The United Nations Development Programme (UNDP) led procurement in this area, with \$818 million, followed closely by UNICEF, with \$730 million, and the United Nations Office for Project Services (UNOPS), with \$568 million.

Administration and Operations reached \$2.7 billion in 2025, a decrease of \$215 million, or 7.3 per cent, from 2024 levels. Nevertheless, the sector remained the third largest by volume, and its share of total procurement increased slightly from 11.4 per cent to 12.0 per cent. *Management and administrative services* accounted for \$2.3 billion, by far the largest segment in the sector, underscoring the scale of professional and corporate support required to sustain a globally distributed institutional system. The leading organizations in this sector were UNDP, with \$607 million, UNICEF, with \$567 million, and the World Health Organization (WHO), with \$314 million.

Transportation and Storage amounted to \$2.2 billion in 2025, representing a decrease of \$403 million, or 15.5 per cent, from the \$2.6 billion recorded in 2024. This decline broadly mirrored the contraction in the procurement of goods, as demand for logistics is closely linked to the volume of commodities being moved and stored. Despite the lower volume, the sector remained vital to the movement of aid, with *Transportation, storage and mail services* accounting for \$2.1 billion of the sector total. The World Food Programme (WFP) remained the largest procurer in this sector, procuring

\$1.2 billion in logistical and transport services to support its global operations, followed by UNICEF (\$327 million) and UNDP (\$124 million).

Media, IT and Communications was the fifth largest sector in 2025, reaching \$1.9 billion. Although procurement in this sector declined modestly compared with 2024, its share of total procurement increased from 7.6 per cent to 8.2 per cent. *Engineering and research services* was the largest segment within the sector, with \$849 million, followed by *IT and communications equipment*, with \$521 million. The United Nations Secretariat (UN Secretariat) led procurement in this area with a volume of \$372 million, followed by UNDP with \$303 million, and WFP with \$137 million.

Food and Farming recorded the steepest decline among the major sectors, falling to \$1.6 billion in 2025, a decrease of \$788 million, or 33.4 per cent, compared with 2024. Its share of total procurement declined from 9.2 per cent to 6.9 per cent, and the sector moved from fifth to sixth position in the overall ranking. The reduction was driven primarily by lower volumes of *Food and beverage products* being procured, which had a direct effect on the sector's total procurement. WFP remained the lead procurer in this area, with a volume of \$1.1 billion, followed by the Food and Agriculture Organization of the United Nations (FAO), with \$180 million, and the UN Secretariat, with \$140 million.

KEY STATS

\$22.7 billion

total UN procurement in 2025 – a decrease of 11.5 per cent from 2024

5th highest

annual total on record

56.1%

services

43.9%

goods

32

organizations

Procurement across the UN system: Insights from the 2025 UN Procurement Awards

The UN Procurement Awards recognize achievements in procurement and supply chain management across the UN system. A number of projects and initiatives were shortlisted in 2025, highlighting how procurement is increasingly being used across the UN system not only to secure goods and services, but also to shape markets, strengthen supply chains, advance sustainability goals and build institutional capability.

In the Sustainable Procurement and Supply category, several initiatives demonstrated efforts to integrate environmental and social considerations into procurement processes, including through approaches for supplier engagement, emissions reduction and human rights due diligence. The winning project from UNICEF on the procurement of safe injection equipment demonstrated how tender design can support regional sourcing, strengthen supply chain security and reduce emissions.

A number of projects reflected increased coordination among organizations, including the use of joint procurement mechanisms and shared tools aiming to improve efficiency and reduce duplication. Three projects received awards in the Collaborative Procurement and Supply category. The UN Secretariat lodge card initiative illustrated how joint approaches can minimize duplication, improve contract terms and create system-wide efficiencies. Enhancements to long-term agreement sharing through the United Nations Global Marketplace (UNGM), led by UNDP and developed collaboratively with several UN organizations, demonstrated how collaborative procurement can improve both efficiency and inclusion across the system. UNICEF was also recognized for its leadership

in tendering freight forwarding services in collaboration with six other UN organizations.

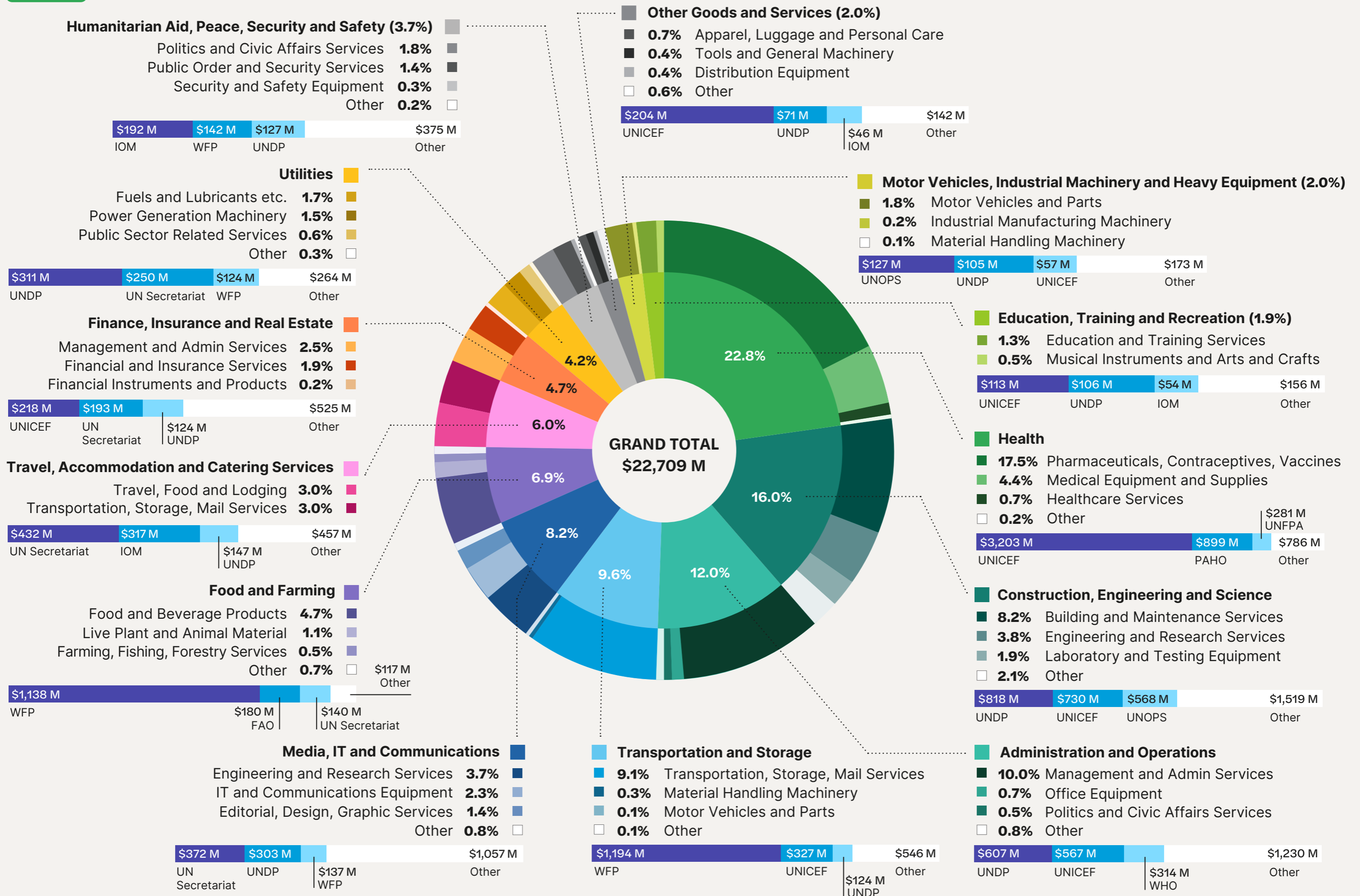
The Procurement and Supply Chain Innovation category highlighted the use of digital tools and data-driven solutions in several initiatives, supporting more efficient procurement processes and, in some cases, strengthening operational readiness in complex environments. The UNICEF Oxygen-as-a-Service model in Uganda similarly demonstrated how procurement can shift from purchasing equipment to securing reliable service outcomes.

The Procurement and Supply Chain Capacity Development category recognizes initiatives aiming to strengthen procurement and supply chain capabilities. The WHO Green Light Project trained over 700 users across more than 130 offices in a new system for processing tax-exempt importations. This enabled these users to manage importation processes more efficiently, with reduced delays and lower environmental impact.

Taken together, the winning and shortlisted projects from the 2025 awards provide a useful snapshot of the direction of UN procurement, namely towards more sustainable, collaborative, inclusive and innovative practices.

The UN Procurement Awards is an initiative coordinated by an interorganizational project team within the High-Level Committee on Management Supply Chain Network (HLCM-SCN) Professional Development Working Group. The awards aim to showcase strong practices, innovation and results achieved by UN organizations.

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 classify and report on goods and services procured across the United Nations system. The UNSPSC is structured hierarchically according to segment, family, class and commodity levels (see the [Methodology](#) section for further details).

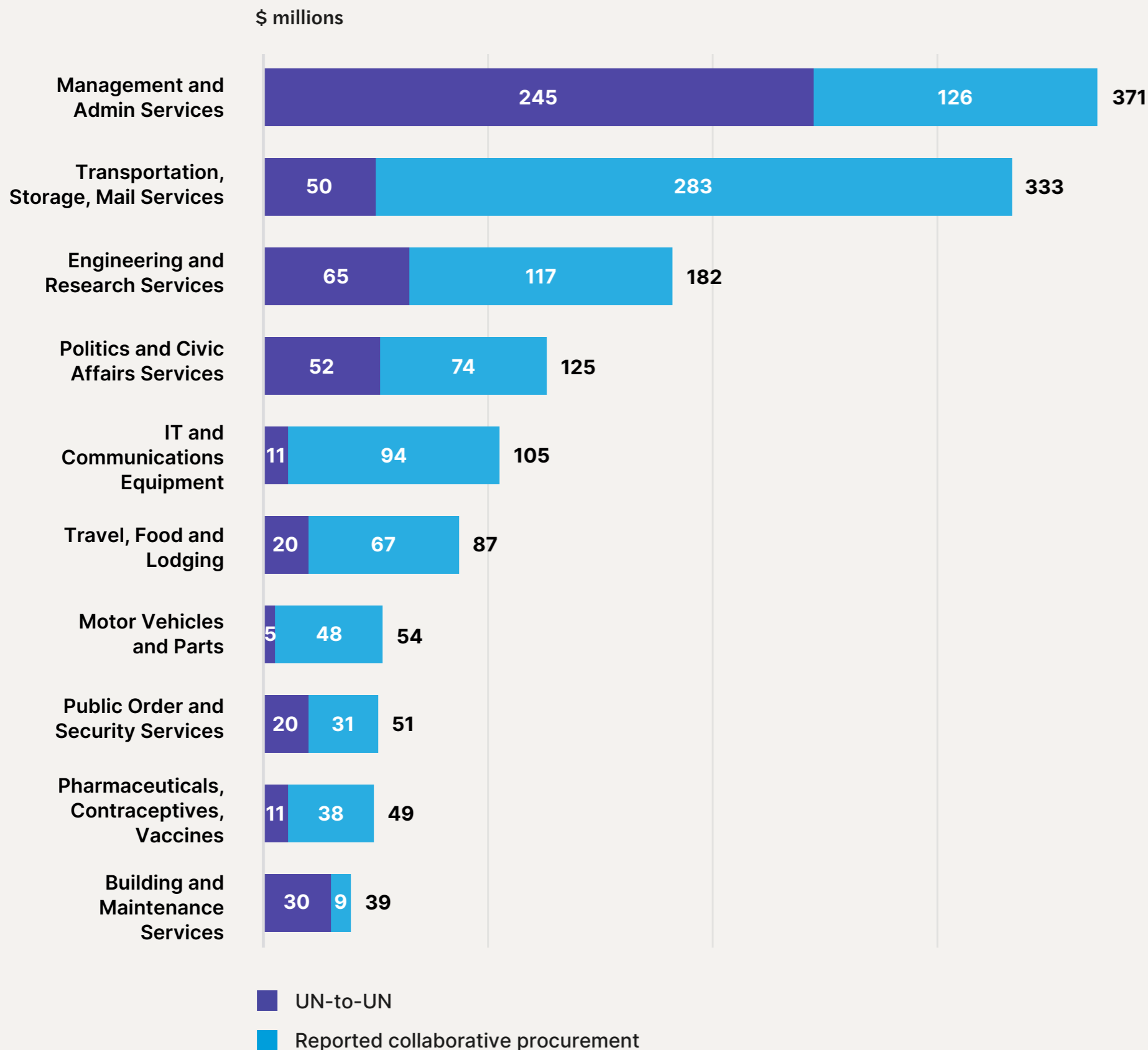
Procurement remained highly concentrated among the top categories at the UNSPSC segment level. In 2025, the 10 largest procurement segments (Table 2) accounted for 74.8 per cent of total procurement, compared with 74.2 per cent in 2024.

Pharmaceuticals, contraceptives and vaccines remained the largest procurement segment in 2025, reaching \$4.0 billion and remaining broadly unchanged from 2024 (an increase of approximately \$400,000). While total procurement declined across the UN system, the segment's share of overall procurement increased from 15.5 per cent to 17.6 per cent. UNICEF remained the largest procuring organization in this segment, with a volume of \$2.6 billion, followed by PAHO, with \$870 million, and UNFPA, with \$214 million. Collaborative procurement in the segment totalled \$49 million. Of this amount, \$11 million was categorized as UN-to-UN procurement, while the remainder resulted from other forms of collaboration.

TABLE 2 Top 10 categories of procurement by volume, UNSPSC segment level, 2025

Category (UNSPSC segment level)	Total 2025 (\$ millions)	Total change 2024-2025 (%)	Share of procurement from least developed countries 2025 (%)	Share of collaborative procurement 2025 (%)
Pharmaceuticals, Contraceptives, Vaccines	3,988.1	↑ 0.1%	0.4%	1.2%
Management and Admin Services	2,832.3	↓ 7.4%	20.5%	13.1%
Transportation, Storage, Mail Services	2,734.8	↓ 20.7%	30.8%	12.2%
Building and Maintenance Services	1,864.5	↑ 1.4%	32.4%	2.1%
Engineering and Research Services	1,787.8	↓ 4.1%	11.4%	10.2%
Food and Beverage Products	1,058.4	↓ 39.2%	18.1%	0.2%
Medical Equipment and Supplies	993.2	↓ 11.1%	9.0%	3.8%
Travel, Food and Lodging	683.8	↓ 14.1%	21.2%	12.7%
IT and Communications Equipment	521.1	↓ 1.0%	7.2%	20.1%
Politics and Civic Affairs Services	511.9	↑ 16.2%	21.7%	24.5%
Top 10 total	16,976.0			
UN total	22,708.7			

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



Management and administrative services was the second largest segment in 2025, rising from its position as third in 2024, with a total procurement of \$2.8 billion. Although this represented a decrease of \$227 million, or 7.4 per cent, compared with 2024 levels, the segment's share of total procurement increased from 11.9 per cent to 12.5 per cent. The segment continued to reflect the scale of professional, advisory and corporate support required to sustain the global operations of the UN system. The largest procuring organizations were UNDP, with \$641 million, UNICEF, with \$533 million, and WHO, with \$320 million. Collaborative procurement reached \$371 million, representing 13.1 per cent of the segment total. Nearly two thirds of collaborative procurement was conducted among UN organizations, emphasizing the important role of shared service arrangements and inter-agency support functions.

Transportation, storage and mail services ranked third in 2025, with procurement totalling \$2.7 billion, a decrease of \$715 million, or 20.7 per cent, compared with 2024. Despite this reduction, the segment remained among the largest procurement categories within the UN system. WFP continued to be the largest procuring organization in the segment, with \$1.2 billion, accounting for nearly 44 per cent of the segment volume. UNICEF, the UN Secretariat and the International Organization for Migration (IOM) also maintained significant activity in the sector, each procuring more than \$250 million worth of goods and services. Collaborative procurement in this segment accounted for \$333 million, or 12.2 per cent of the segment's total volume. Of this amount, \$50 million fell under UN-to-UN procurement, while the larger

share reflected other collaborative arrangements. Such collaboration frequently involved organizations leveraging shared long-term agreements for freight services and logistics operations, highlighting the commitment of the UN to achieving greater operational efficiency in global supply movements.

Building and maintenance services ranked fourth in 2025, reaching \$1.9 billion, an increase of \$27 million, or 1.4 per cent, compared with 2024. UNICEF was the largest procuring organization in the segment, with \$439 million, followed by UNOPS, with \$286 million, and IOM, with \$268 million. Collaborative procurement in this segment remained limited at \$39 million, or 2.1 per cent of the total segment volume. However, \$30 million of this amount was reported as UN-to-UN procurement, indicating that, where collaboration occurred, it took place primarily through procurement among UN organizations rather than through broader collaborative arrangements. This pattern is consistent with the project-specific and operationally localized nature of infrastructure-related procurement.

Engineering and research services ranked fifth, with a procurement volume of \$1.8 billion in 2025, a decrease of \$76 million, or 4.1 per cent, compared with 2024. UNDP remained the largest procuring organization in this segment, with \$520 million, followed by the UN Secretariat, with \$286 million, and UNICEF, with \$217 million. Collaborative procurement totalled \$182 million, or 10.2 per cent of the segment total, of which \$65 million was categorized as UN-to-UN procurement.

Food and beverage products remained the sixth largest segment in 2025 but recorded the sharpest decline among the largest procurement categories. Procurement fell by \$682 million, or 39.2 per cent, to \$1.1 billion. The decline was driven primarily by lower procurement volumes of food commodities. WFP remained by far the largest procuring organization in the segment, with \$891 million, accounting for 84.1 per cent of the total segment volume.

Other segments among the 10 largest by volume, including *Medical equipment and supplies*, *Travel, food and lodging*, and *IT and communications equipment*, also recorded decreases in 2025. *Medical equipment and supplies* reached \$993 million, representing an 11.1 per cent reduction from 2024, while *Travel, food and lodging* totalled \$684 million, a decrease of 14.1 per cent. *IT and communications equipment* remained more stable, recording a marginal decline of 1.0 per cent with \$521 million.

In contrast, *Politics and civic affairs services* entered the list of top 10 procurement segments following a 16.2 per cent increase, reaching \$512 million. This growth was driven primarily by IOM, which increased its procurement in the segment by \$121 million to a total of \$163 million. WFP also reported significant activity in this category, reaching \$132 million, an increase of \$18 million compared to 2024. Collaborative procurement in the segment totalled \$125 million, of which \$52 million was under UN-to-UN procurement.

KEY STATS

Pharmaceuticals, contraceptives and vaccines

remained the largest segment at

\$4.0 billion

The top 10 segments accounted for

74.8%

of total UN procurement

Management and administrative services

was the largest segment for UN-to-UN procurement at

\$245 million

WHO SUPPLIED THE UNITED NATIONS IN 2025?



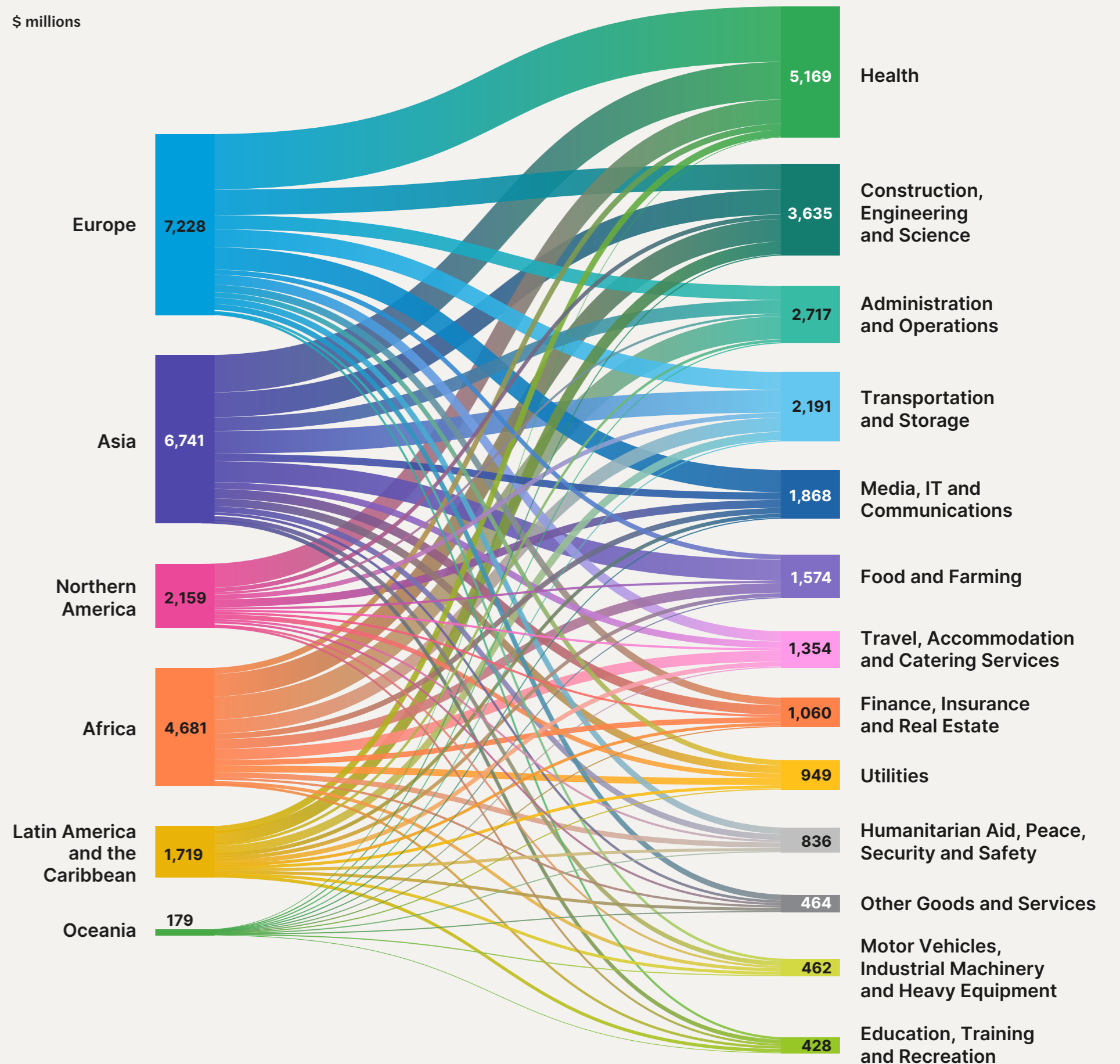
Procurement by region of supplier

In 2025, the geographical distribution of UN procurement continued to reflect the global scale of its operations. While total volumes decreased across most regions, following the global trend, their relative shares remained largely consistent with previous years. One notable change was at the top of the ranking – Europe became the largest supplier region, accounting for 31.8 per cent of total procurement, while Asia moved to second place with 29.7 per cent. This shift was due to a sharper decline in procurement in Asia, rather than growth in European sourcing.

Europe was the largest source region for UN procurement in 2025, reaching a total volume of \$7.2 billion, a decrease of 10.5 per cent compared with 2024. This decline was moderated by continued demand for health-related procurement. In particular, procurement of *Pharmaceuticals, contraceptives and vaccines* increased to \$1.7 billion (up by \$91 million) and, when combined with *Medical equipment and supplies*, health-related sourcing from the region exceeded \$2.2 billion. In contrast, the procurement of *Transportation, storage and mail services* from the region fell sharply by \$428 million, or 35.9 per cent, reaching a total of \$764 million. At the country level, the United Kingdom of Great Britain and Northern Ireland became the largest supplier in the region, with its volumes rising by \$116 million to \$968 million, due mainly to increased procurement of *Pharmaceuticals, contraceptives and vaccines*. It was followed by Denmark, with \$935 million, and Switzerland, with \$868 million.

FIGURE 4 Procurement flow by region of supplier and ASR sector, 2025

\$ millions



Asia became the second largest supplier region, with procurement totalling \$6.7 billion, a decline of 18.2 per cent compared with 2024. India remained the largest supplier country, with \$727 million, followed by the United Arab Emirates, with \$620 million, and Türkiye, with \$463 million. All three recorded declines in 2025, with a combined reduction of \$550 million. This was due largely to procurement in *Food and beverage products* falling by more than \$421 million. *Pharmaceuticals, contraceptives and vaccines* remained the largest segment at \$1.1 billion. In contrast to the broader regional trend, China was one of the few major suppliers in the region to record growth, with procurement expanding by \$16 million to \$451 million, due mainly to increased procurement of *Pharmaceuticals, contraceptives and vaccines*.

Africa remained the third largest supplier region, with procurement totalling \$4.7 billion, a decrease of 7.8 per cent compared with 2024. Sudan became the largest supplier country in the region after recording the largest increase in procurement volume, which rose by \$124 million to \$461 million. Kenya followed with \$451 million, while South Sudan and Ethiopia supplied \$321 million and \$320 million worth of goods and services, respectively. *Transportation, storage and mail services* remained the largest segment at \$1.1 billion, reflecting the continued importance of regional logistics capacity for humanitarian operations, particularly for WFP, which accounted for more than one quarter of procurement from suppliers in the region. At the same time, procurement of *Building and maintenance services* increased to \$584 million (up by \$63 million), suggesting heightened in-country operational support and more infrastructure-related works.

Procurement in Northern America reached \$2.2 billion in 2025, a decrease of 5.6 per cent compared with 2024. The United States of America continued to be the primary supplier in the region, providing \$2.0 billion worth of goods and services. Despite lower overall volumes, procurement of *Pharmaceuticals, contraceptives and vaccines* and *Engineering and research services* remained stable, recording increases of \$10 million and \$18 million, respectively.

Latin America and the Caribbean recorded a procurement volume of \$1.7 billion, a decrease of 4.9 per cent compared with 2024. Brazil became the leading supplier in the region, increasing its procurement volume by \$68 million to \$290 million. It was followed by Peru, with \$207 million, Colombia, with \$197 million, and Panama, with \$196 million. The most notable change in the region was the increased procurement of *Building and maintenance services*, which grew to \$323 million, overtaking *Management and administrative services* (\$319 million) as the largest segment.

Oceania was the only region to record growth in 2025, with procurement increasing by 6.3 per cent to \$179 million. This growth was driven primarily by Fiji, where procurement more than doubled to \$61 million, making it the largest supplier country in the region. Papua New Guinea followed with \$33 million, while procurement in Australia declined to \$31 million. *Management and administrative services* remained the largest segment at \$35 million. However, the most significant change was in *Environmental services*, which reached \$26 million, driven mainly by procurement undertaken by UNDP in Fiji.



Major countries of supply

In 2025, the UN sourced goods and services from 227 countries and territories. The 10 largest supplier countries accounted for \$8.4 billion, representing 36.8 per cent of the total procurement volume.

Together, these countries also accounted for a large share of collaborative procurement – of the \$8.4 billion sourced from the top 10, \$990 million was recorded as collaborative procurement, including \$336 million in UN-to-UN procurement and \$643 million through other collaborative arrangements.

The United States of America remained the largest supplier country, with a total procurement volume of \$2.0 billion, a decrease of \$97 million, or 4.5 per cent, compared with 2024. Of this amount, \$186 million fell under collaborative procurement, including \$62 million in UN-to-UN procurement and \$123 million in other collaborative arrangements. The country continued to be the largest single source of *Pharmaceuticals, contraceptives and vaccines*, with procurement in this segment totalling \$921 million, an increase of \$10 million compared with 2024. Procurement from US-based suppliers also remained strong in *Engineering and research services*, which increased to \$255 million (up by \$19 million), while procurement of *IT and communications equipment* rose by \$4.5 million to \$95 million. UNICEF remained the largest procuring organization in the country, with \$735 million, followed by the UN Secretariat, with \$393 million, and PAHO, with \$353 million.

TABLE 3 Top 10 supplier countries by procurement volume, 2025

Supplier country	Goods 2025 (\$ millions)	Services 2025 (\$ millions)	Total 2025 (\$ millions)	Share of UN total 2025 (%)	Total change 2024-2025 (%)
United States of America	1,128.5	905.7	2,034.2	9.0%	↓ 4.5%
United Kingdom of Great Britain and Northern Ireland	653.2	314.6	967.7	4.3%	↑ 13.6%
Denmark	384.7	550.1	934.9	4.1%	↓ 2.0%
Switzerland	168.1	700.3	868.4	3.8%	↓ 25.2%
India	541.6	185.1	726.7	3.2%	↓ 6.8%
France	474.4	250.1	724.5	3.2%	↓ 4.0%
United Arab Emirates	302.4	317.6	620.0	2.7%	↓ 38.0%
Belgium	488.3	65.7	553.9	2.4%	↓ 19.5%
Ukraine	130.2	340.2	470.3	2.1%	↓ 32.7%
Türkiye	294.5	168.0	462.6	2.0%	↓ 20.1%
Top 10 total	4,565.9	3,797.3	8,363.3	36.8%	↓ 12.9%
UN total	9,977.5	12,731.1	22,708.7		↓ 11.5%

The United Kingdom of Great Britain and Northern Ireland moved from fifth position in 2024 to second position in 2025, with procurement reaching \$968 million. This represented an increase of \$116 million, or 13.6 per cent. The growth was driven primarily by increased procurement of *Pharmaceuticals, contraceptives and vaccines*, which totalled \$539 million, an increase of \$183 million compared to 2024. This was the highest volume ever recorded from the country in this segment.

Denmark ranked third, with procurement totalling \$935 million, a marginal decrease of 2.0 per cent compared to 2024. The country remained an important logistics and supply hub for the UN system. Its largest segment was *Transportation, storage and mail services*, with \$352 million, followed by *Management and administrative services* (\$135 million) and *Pharmaceuticals, contraceptives and vaccines* (\$109 million). UNICEF remained the largest procuring organization, with \$315 million (up by \$69 million), followed by UNDP, with \$151 million, and the Office of the United Nations High Commissioner for Refugees (UNHCR), with \$121 million. Reflecting Denmark's role as a procurement hub, collaborative procurement accounted for 51.4 per cent of the total procurement volume, the largest share among supplier countries, and included \$150 million in UN-to-UN procurement.

Switzerland fell from second position in 2024 to fourth position in 2025, with procurement declining from \$1.2 billion to \$868 million, a decrease of \$292 million, or 25.2 per cent. The reduction was broad-based and particularly evident in *Transportation, storage and mail services* (down by \$74 million), *Engineering*

and research services (down by \$65 million), *Building and maintenance services* (down by \$57 million) and *Management and administrative services* (down by \$53 million). Despite these decreases from 2024, IOM, the UN Secretariat and WHO remained the largest organizations sourcing from Swiss suppliers.

India moved up one position to become the fifth largest supplier country, with procurement totalling \$727 million, a decrease of \$53 million, or 6.8 per cent, compared with 2024. The country remained one of the largest suppliers of *Pharmaceuticals, contraceptives and vaccines*, with the segment's volume increasing slightly to \$402 million, while procurement of *Laboratory and testing equipment* rose by \$13 million to \$32 million. UNICEF accounted for \$345 million, or nearly half of the total procurement volume from the country.

France ranked sixth, with procurement totalling \$725 million, a decrease of \$30 million, or 4.0 per cent, compared with 2024. The country remained the largest supplier of *Laboratory and testing equipment*, with procurement in this segment reaching \$92 million. UNICEF and PAHO remained the largest organizations sourcing from French suppliers. At the same time, procurement of *Politics and civic affairs services* rose sharply to \$107 million, driven mainly by IOM, which recorded \$99 million in disaster preparedness and response services.

The United Arab Emirates fell from third position in 2024 to seventh position in 2025, with procurement declining to \$620 million, a decrease of \$380 million, or 38.0 per cent. The decline was driven mainly by reduced procurement of *Food and beverage products*





(down by \$196 million) and *Fuels and lubricants* (down by \$93 million). Nevertheless, the country remained an important supplier location. Procurement in the country was led by the UN Secretariat, with \$249 million, and WFP, with \$95 million.

Belgium ranked eighth, with procurement totalling \$554 million, a decrease of \$134 million, or 19.5 per cent, compared with 2024. Procurement remained highly concentrated in the health sector, with *Pharmaceuticals, contraceptives and vaccines* accounting for \$412 million, or 74.4 per cent, of the country total. UNICEF remained the largest procuring organization, with \$328 million, followed by PAHO, with \$80 million.

Ukraine remained among the 10 largest supplier countries in 2025, ranking ninth. Procurement from the country totalled \$470 million, a decrease of \$229 million, or 32.7 per cent, compared with 2024. Procurement in the country remained concentrated in recovery- and rehabilitation-related requirements, particularly *Transportation, storage and mail services*, with \$88 million, *Building and maintenance services*, with \$83 million, and *Engineering and research services*, with \$75 million. UNDP became the largest procuring organization in the country, with \$120 million. The UN Secretariat followed as the second largest (\$66 million), with most of its activity concentrated in the *Transportation, storage and mail services* segment.

Türkiye completed the list of top 10 supplier countries with procurement totalling \$463 million. WFP remained the largest organization sourcing from the country, with \$206 million focused on *Food and beverage products* in support of regional humanitarian assistance.

Beyond the top 10, Sudan and the State of Palestine also saw significant procurement activity. Procurement from Sudan continued to grow, reaching \$461 million, an increase of \$124 million compared to 2024. This growth was primarily driven by requirements in the *Transportation, storage and mail services* segment, which totalled \$200 million. WFP (\$253 million) and UNICEF (\$115 million) were the main organizations sourcing from Sudanese suppliers. The country fell only \$1.5 million short of entering the top 10.

Similarly, procurement from the State of Palestine rose to \$412 million, an increase of \$167 million from 2024. This record volume was also concentrated in *Transportation, storage and mail services* (\$122 million) and *Building and maintenance services* (\$53 million). WFP (\$132 million), UNICEF (\$88 million) and the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) (\$67 million) were the largest contributors to the procurement volume in the area.

Uzbekistan more than doubled its procurement volume in 2025, reaching \$78 million, up by 107 per cent from 2024. The increase was driven mainly by UNOPS, which sourced goods and services worth \$43 million in the country, including \$37 million in *Building and maintenance services* for a large public health infrastructure project. UNICEF and UNDP also maintained notable procurement activity in the country, recording \$13 million and \$9.0 million, respectively.

Significant growth was also seen in Brazil and Spain, with both recording increases of more than \$50 million. Procurement from Brazilian suppliers rose

to \$290 million, largely driven by UNOPS procuring an additional \$83 million worth of *Building and maintenance services* for the large infrastructure project. In Spain, the volume reached \$218 million, led by procurement of *Motor vehicles and parts* by the International Civil Aviation Organization (ICAO), with the UN Secretariat and UNDP remaining key contributors to the record total.

In contrast, the most significant decreases in procurement volume were observed in Yemen and Afghanistan. In Yemen, procurement fell by \$273 million to \$323 million, a decrease of 45.8 per cent. The decline was concentrated in *Financial and insurance services*, which saw its volume fall by \$150 million. The largest reductions were reported by UNICEF and WFP. In Afghanistan, procurement declined by \$200 million to \$421 million, a decrease of 32.2 per cent. The main driver was a reduction in the procurement of *Live plant and animal material* (down by \$70 million), largely linked to lower volumes recorded by FAO. These shifts suggest a contraction in some of the most procurement-intensive emergency and field support activities relative to 2024.

KEY STATS

227

countries and territories supplied goods and services to the UN in 2025

The largest supplier country was

the United States of America

supplying a total of

\$2.0 billion

in goods and services

Denmark

was the largest supplier country for collaborative procurement –

\$480 million

was recorded as collaboratively procured

HIGHLIGHT STORY

FAO: Smart greenhouses support food security in Mongolia



Crop cultivation inside one of Mongolia's first smart hydroponic winter greenhouses.
Mongolia © FAO/Kh.Bayaraa

The construction of two smart hydroponic winter greenhouses, the first of their kind in Mongolia, was completed in 2024 to strengthen rural livelihoods and support more climate-resilient food production. The initiative responds to a persistent challenge in Mongolia, where long and severe winters limit the availability of fresh vegetables and increase dependence on seasonal supply. By enabling year-round production of cucumbers, tomatoes and leafy greens, the greenhouses help improve access to nutritious food while supporting more stable local production systems.

The project introduced advanced greenhouse technology designed for Mongolia's demanding climate. The facilities maximize sunlight exposure, improve ventilation and enable continuous monitoring of humidity and growing conditions, helping to maintain output without the use of pesticides. Implementation of the project required overcoming several constraints, including the absence of national standards for this type of greenhouse, complex technical specifications, construction challenges and the impact of extreme weather conditions. Despite these constraints, the procurement process advanced rapidly. The full cycle, from tender to contract award, was completed in eight weeks, and construction was finalized within five months, from July to December 2024, significantly faster than typical implementation timelines for comparable infrastructure projects.

The project was co-financed by FAO and private sector partners, and it was the first initiative of its kind in Mongolia to rely on national construction firms. By prioritizing local market participation, FAO procurement helped build domestic technical capacity while delivering an innovative and practical solution for protected agriculture. Beyond the immediate delivery of infrastructure, the project demonstrates how procurement can simultaneously support food security, localization and climate adaptation, particularly in environments where conventional agricultural production is constrained by geography and climate.

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 2025, 44 countries were included in this category. To date, eight countries have successfully transitioned out of LDC status, including Botswana (1994), Cabo Verde (2007), the Maldives (2011), Samoa (2014), Equatorial Guinea (2017), Vanuatu (2020), Bhutan (2023), and São Tomé and Príncipe (2024).

In 2025, the total volume of procurement from LDC suppliers reached \$4.3 billion. While this represented a decrease of \$713 million, or 14.3 per cent, in absolute terms compared with the \$5.0 billion recorded in 2024, the LDC share of the total UN procurement volume remained substantial at 18.8 per cent. This consistency reflects the commitment of the UN system to sustained local engagement, even as overall procurement volumes fluctuated.

Procurement from LDC suppliers remained concentrated among a relatively small number of supplier markets. Sudan, Afghanistan, Yemen, South Sudan and Ethiopia together accounted for 43.3 per cent of total procurement from LDC suppliers in 2025.

Sudan recorded the largest increase among LDC suppliers in 2025, with procurement rising by \$124 million to \$461 million. *Transportation, storage and mail services* was the largest segment in the country at \$200 million. WFP remained the largest procuring organization in Sudan, with \$253 million, followed by UNICEF, with \$115 million. In contrast, Afghanistan and Yemen recorded the largest declines within the LDC group. Procurement from Afghanistan fell by \$200 million, or 32.2 per cent, to \$421 million, while procurement from Yemen declined by \$273 million to \$323 million. In Afghanistan, *Management and administrative services* remained the largest segment at \$115 million, followed by *Building and maintenance services* at \$64 million. In Yemen, *Financial and insurance services* and *Management and administrative services* were the largest segments at \$47 million and \$45 million, respectively.

South Sudan and Ethiopia also remained among the largest LDC supplier countries, with procurement totalling \$321 million and \$320 million, respectively. In South Sudan, *Transportation, storage and mail services* and *Building and maintenance services* each accounted for approximately \$79 million, indicating the continued importance of logistics- and infrastructure-related procurement. In Ethiopia, procurement was led by *Transportation, storage and mail services*,





with \$108 million, followed by *Management and administrative services*, with \$65 million. Chad also recorded an increase of \$12 million, bringing total procurement to \$196 million, driven mainly by procurement in *Building and maintenance services* and *Transportation, storage and mail services*.

Among UN organizations, WFP remained the largest procurer from LDC suppliers in 2025, with \$1.1 billion. UNICEF followed with \$903 million, while UNDP and IOM recorded procurement volumes of \$542 million and \$401 million, respectively. IOM saw significant procurement activity in logistics and movement assistance, reflecting expanded project implementation across several LDC markets.

Landlocked developing countries (LLDCs) face structural constraints linked to geography, including higher transport costs and dependence on transit systems. In 2025, the LLDC group comprised 32 countries, 16 of which were also classified as LDCs.

UN procurement from LLDC suppliers totalled \$2.5 billion, accounting for 10.9 per cent of total global procurement. This represented a decrease of \$480 million, or 16.2 per cent, compared with 2024. As many LLDCs are also LDCs, procurement patterns in this group closely mirrored those observed among LDCs, with Afghanistan, South Sudan and Ethiopia remaining the three largest supplier countries.

Afghanistan was the largest LLDC supplier, with procurement totalling \$421 million, followed by South Sudan and Ethiopia with \$321 million and \$320 million, respectively. Chad ranked fourth with \$196 million,

followed by Uganda with \$151 million. Together, these five countries accounted for 56.8 per cent of total procurement from LLDC suppliers.

Uzbekistan recorded the largest increase among LLDC suppliers in 2025, with procurement more than doubling from \$38 million to \$78 million. This increase was driven mainly by UNOPS procurement in *Building and maintenance services*, which reached \$37 million.

Transportation, storage and mail services and *Building and maintenance services* remained the two largest procurement segments in LLDCs, followed by *Management and administrative services*. This highlights the importance of logistics, infrastructure and operational support in landlocked environments, where project implementation and supply movements often involve higher transaction and delivery costs. WFP remained the largest procurer from LLDC suppliers in 2025, with \$590 million, followed by UNICEF, with \$486 million, and UNDP, with \$381 million.

Small island developing states (SIDS) face unique development challenges due to their remoteness and heightened vulnerability to climate change and natural disasters. As of 2025, 53 countries and territories were recognized under the SIDS grouping.

Procurement from suppliers in SIDS reached \$684 million in 2025, accounting for 3.1 per cent of total UN procurement. This represented a decrease of \$115 million, or 14.4 per cent, compared with the record high of 2024. Sourcing from SIDS was concentrated among a smaller number of countries than in the LDC and LLDC groups: Singapore, Haiti and Fiji together

accounted for 65.9 per cent of total procurement from SIDS suppliers in 2025.

Singapore remained the largest SIDS supplier, with procurement totalling \$288 million, a decrease of \$118 million compared with 2024. *Pharmaceuticals, contraceptives and vaccines* remained the largest segment in the country at \$235 million, with procurement in this category driven mainly by UNICEF. Haiti ranked second with \$101 million, an increase of \$11 million, or 12.2 per cent, compared with 2024. *Building and maintenance services* and *Transportation, storage and mail services* were the largest segments, reflecting continued operational and implementation requirements. Fiji recorded the largest increase among SIDS suppliers, with procurement rising by \$35 million to \$61 million. This growth was driven by procurement of *Environmental services*, which reached \$24 million, primarily through UNDP.

Other important SIDS supplier countries included Papua New Guinea, with \$33 million, and the Dominican Republic, with \$27 million. In Papua New Guinea, procurement was led by *Management and administrative services* and *Building and maintenance services*. In the Dominican Republic, *Management and administrative services* and *Travel, food and lodging* were the largest segments.



FIGURE 5 Procurement from LDCs, LLDCs and SIDS

\$4.3 billion

Total procurement from LDCs in 2025

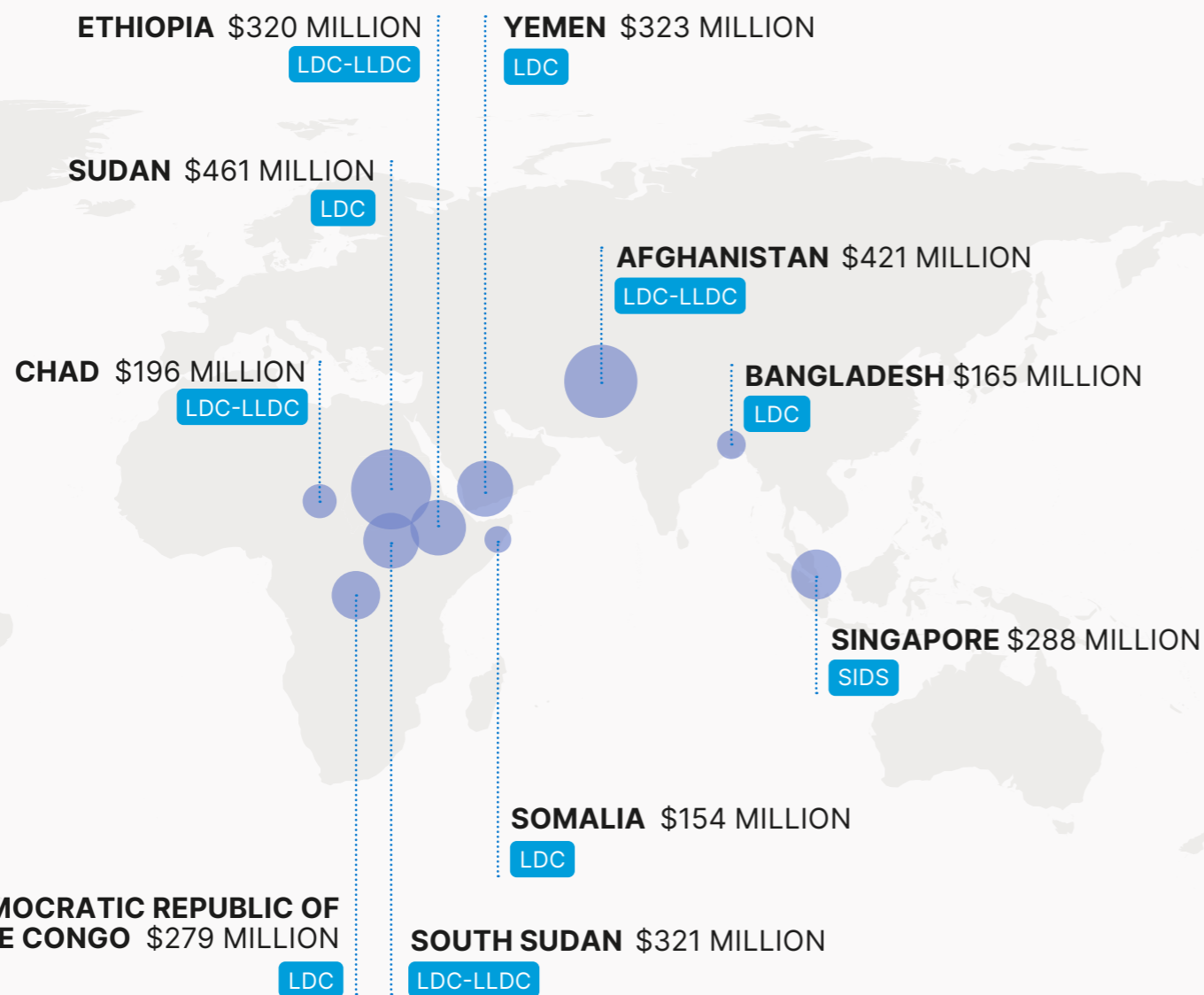
\$2.5 billion

Total procurement from LLDCs in 2025

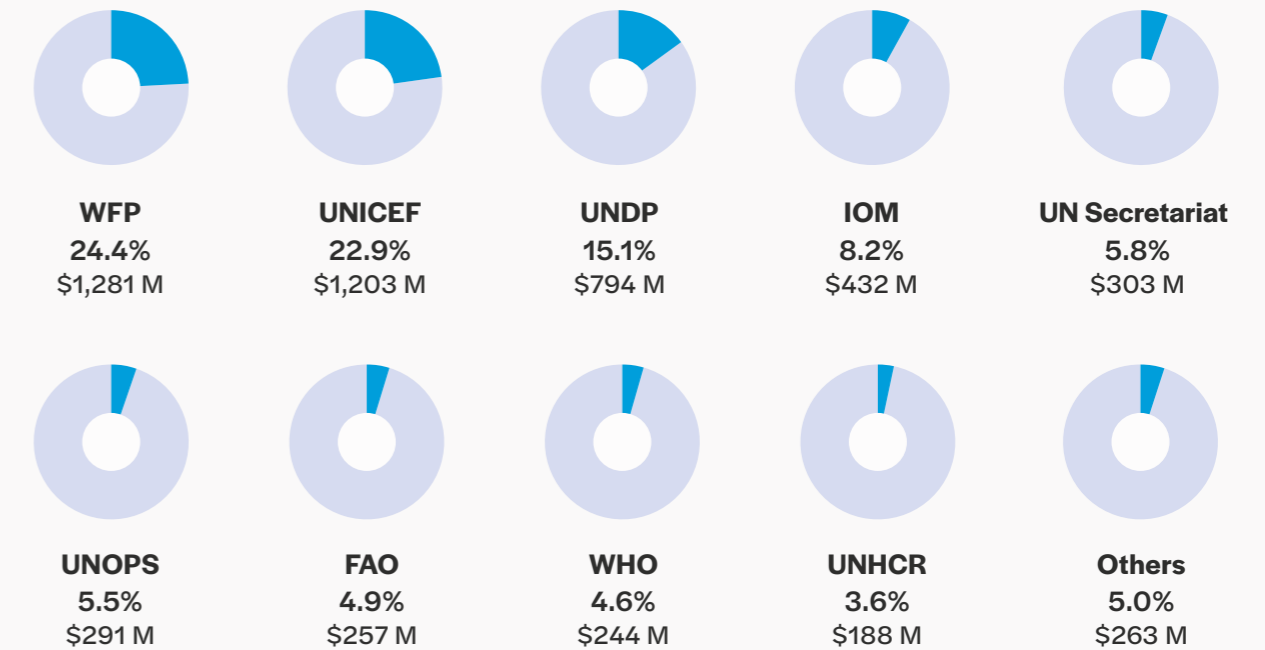
\$684 million

Total procurement from SIDS in 2025

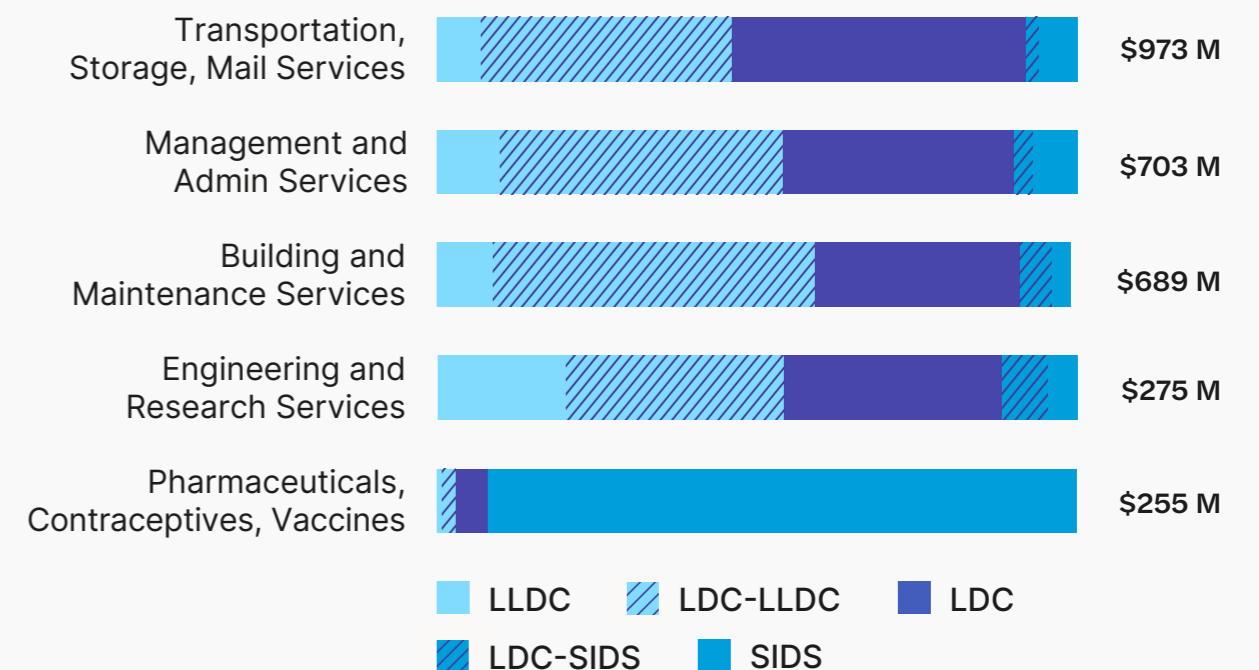
TOP 10 SUPPLIER COUNTRIES AMONG LDCS, LLDCS AND SIDS



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

Across the UN system, procurement volumes increased for 13 organizations, while 19 organizations recorded decreases. The organizations that expanded their procurement reported a combined increase of \$379 million, while those that saw contracted procurement activity recorded a combined decrease of \$3.3 billion. The overall decline in UN procurement was, therefore, mainly driven by reductions among the larger organizations.

UNICEF remained the largest procuring organization in 2025, with its procurement volume reaching \$5.7 billion, an increase of \$67 million, or 1.2 per cent, compared with 2024. Health-related goods remained the primary focus, with procurement of *Pharmaceuticals, contraceptives and vaccines* totalling \$2.6 billion. A notable trend was the expansion of the *Management and administrative services* segment, which grew by \$109 million to reach \$533 million, driven mainly by increased procurement of public relations and fundraising services and services provided by the local technical workforce. *Building and maintenance services* also grew by \$76 million, reaching a total of \$439 million, in support of water- and sanitation-related projects. While the United States of America remained its largest supplier country, with \$735 million, UNICEF significantly expanded sourcing from suppliers in the United Kingdom of Great Britain and Northern Ireland, where procurement rose by \$212 million to \$631 million, primarily in health supplies.

TABLE 4 Procurement by UN organization, 2025

Organization	Total 2025 (\$ millions)	Total change 2024-2025 (%)	Share of procurement from LDCs/LLDCs/SIDS 2025 (%)	Share of collaborative procurement 2025 (%)
UNICEF	5,677.3	↑ 1.2%	21.2%	7.0%
WFP	3,296.2	↓ 15.8%	38.9%	2.5%
UNDP	3,151.1	↑ 9.0%	25.2%	9.8%
UN Secretariat	1,976.4	↓ 29.0%	15.3%	4.9%
IOM	1,441.9	↓ 13.6%	30.0%	3.4%
UNOPS	1,404.5	↓ 16.3%	20.7%	9.3%
PAHO	1,099.1	↑ 0.3%	1.7%	0.2%
WHO	1,048.4	↓ 24.6%	23.3%	11.3%
UNHCR	788.4	↓ 40.0%	23.9%	27.7%
FAO	614.8	↓ 14.8%	41.7%	4.6%
UNFPA	470.7	↓ 8.8%	14.3%	12.8%
ILO	246.4	↓ 23.8%	20.8%	1.6%
UNRWA	221.0	↓ 52.0%	0.5%	12.3%
IAEA	184.7	↑ 0.2%	1.0%	2.9%
WIPO	180.9	↑ 0.5%	1.3%	25.3%
UNESCO	169.8	↑ 4.0%	22.9%	12.4%
UNIDO	156.7	↓ 1.9%	10.7%	4.4%

Procurement from suppliers in Sudan and the State of Palestine also increased significantly, more than doubling to \$115 million and \$88 million, respectively.

UNICEF reported collaborative procurement totalling \$400 million, including \$22 million of UN-to-UN procurement. Nearly half of this activity was concentrated in freight services, with \$179 million worth of *Transportation, storage and mail services* sourced through collaborative procurement frameworks. Separately, UNICEF reported \$2.6 billion of supply chain management collaboration, chiefly related to vaccine procurement. UNICEF was the only organization to report on supply chain management collaboration.

WFP was the second largest procuring organization, with procurement totalling \$3.3 billion in 2025, a decrease of \$617 million, or 15.8 per cent, compared with 2024. This decline was driven primarily by a \$387 million reduction in the *Food and beverage products* segment and a corresponding \$170 million decrease in *Transportation, storage and mail services*. Nevertheless, WFP remained the largest procurer in the latter segment, with \$1.2 billion in procurement. Building on the sharp increase recorded in 2024, the organization further expanded sourcing from suppliers in Sudan, where procurement rose by \$73 million to a record \$253 million. Procurement from suppliers in the State of Palestine also increased significantly, rising more than threefold to \$132 million. The organization reported \$84 million in collaborative procurement, including \$16 million of UN-to-UN procurement, with the largest overall share concentrated in *Politics and civic affairs services* (\$50 million).

TABLE 4 Continued from previous page

Organization	Total 2025 (\$ millions)	Total change 2024-2025 (%)	Share of procurement from LDCs/LLDCs/SIDS 2025 (%)	Share of collaborative procurement 2025 (%)
UN Women	156.0	↓ 15.2%	25.0%	23.7%
ICAO	113.3	↑ 19.3%	0.5%	3.2%
IFAD	68.2	↑ 2.0%	8.8%	21.0%
ITU	37.3	↑ 33.3%	4.0%	19.4%
UNFCCC	33.3	↓ 5.6%	5.2%	25.7%
WTO	28.3	↓ 5.3%	0.0%	28.2%
OPCW	25.8	↑ 26.7%	0.8%	0.8%
WMO	20.9	↓ 4.7%	3.0%	48.3%
UNAIDS	20.8	↓ 38.2%	36.6%	20.0%
ITC	18.9	↓ 40.5%	30.3%	6.9%
IMO	18.2	↑ 26.9%	0.1%	8.7%
UPU	17.8	↓ 14.3%	8.9%	10.1%
UNV	10.8	↑ 18.4%	1.8%	85.1%
UNU	6.6	↓ 42.7%	0.9%	6.8%
UN Tourism	4.1	↑ 10.0%	1.1%	0.2%
UN total	22,708.7	↓ 11.5%	23.1%	7.6%

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

UNDP ranked third, with a procurement volume of \$3.2 billion in 2025, an increase of \$261 million, or 9.0 per cent, compared with 2024. This was the largest absolute increase recorded among all UN organizations. Growth was driven by procurement in *Power generation machinery*, which increased by \$146 million to reach \$252 million. Similarly, procurement of *Environmental services* and *Laboratory and testing equipment* both recorded substantial growth exceeding 50 per cent, reaching totals of \$98 million and \$110 million, respectively. While Denmark (\$151 million) and India (\$146 million) remained the largest supplier countries, UNDP recorded notable growth in procurement from Ukraine (up by \$44 million), Norway (up by \$39 million) and Fiji (up by \$34 million).

UNDP recorded \$310 million in collaborative procurement. Of this amount, \$61 million fell under UN-to-UN procurement, concentrated mainly in *Engineering and research services* and *Management and administrative services*.

The UN Secretariat recorded procurement totalling \$2.0 billion in 2025, a decrease of \$809 million, or 29.0 per cent, compared with 2024. *Engineering and research services* became its largest procurement segment at \$286 million, an increase of \$20 million, while procurement of *Transportation, storage and mail services* declined by \$295 million to \$268 million. *Fuels and lubricants* remained another major category at \$198 million, despite a decrease of \$125 million. The United States of America was the UN Secretariat's largest supplier country, with \$393 million, followed by the United Arab Emirates, with \$249 million. Collaborative procurement totalled \$97 million, of which \$33 million was

categorized as UN-to-UN procurement. *Travel, food and lodging* and *IT and communications equipment* accounted for the largest collaborative procurement volumes.

IOM recorded procurement worth \$1.4 billion in 2025, a decrease of \$226 million, or 13.6 per cent, compared with its record high in 2024. While overall procurement volumes declined, the organization recorded a significant expansion in the procurement of *Politics and civic affairs services*, which increased by \$121 million to reach \$163 million. This increase was due largely to a change in reporting systems that, for the first time, categorized \$148 million in disaster response and migration crisis services under this specific segment. *Building and maintenance services* became the largest procurement category at \$268 million, driven by construction projects in multiple locations, including Peru, South Sudan and Ukraine. *Transportation, storage and mail services* followed closely, accounting for \$267 million in procurement despite a decrease of \$188 million compared with 2024. While Peru remained the largest supplier country, with \$152 million, a notable increase in sourcing was recorded in France (up by \$97 million). Pakistan and Jordan also recorded significant growth, with increases of 133 per cent and 156 per cent, resulting in procurement volumes of \$31 million and \$28 million, respectively. IOM reported \$49 million in collaborative procurement, of which \$39 million was categorized as UN-to-UN procurement.

UNOPS followed as the sixth largest procuring organization, with a procurement volume of \$1.4 billion, a decrease of \$274 million, or 16.3 per cent, compared with 2024 levels. Despite the reduction in total procurement volume, the organization was the second largest procurer



of *Building and maintenance services* after UNICEF, with expenditure in this category increasing by \$38 million to reach \$286 million. This increase was driven largely by construction works related to the revival of the Niemeyer-designed campus of the Federal University of Latin American Integration, which resulted in a record high of \$91 million in procurement from suppliers in Brazil. Procurement of *Laboratory and testing equipment*, often used in infrastructure projects, reached \$121 million, a marginal decrease of \$2.0 million compared with 2024.

While some major procurement segments declined compared with the previous year, two segments continued to record historically high procurement volumes. Procurement of *Motor vehicles and parts* decreased to \$117 million after two consecutive years of growth; nevertheless, the segment recorded its third highest volume on record. Similarly, procurement of *Medical equipment and supplies* reached \$107 million. Despite a year-on-year decrease, this volume positioned UNOPS as the second largest procurer in the segment. Significant geographical shifts included a fourfold increase in procurement from Uzbekistan (\$43 million) and notable growth in Honduras (\$76 million) and Panama (\$47 million). In contrast, procurement volumes in Yemen and Afghanistan declined to \$68 million and \$33 million, respectively. UNOPS recorded \$131 million in collaborative procurement, with a significant share concentrated in *IT and communications equipment* and freight services under *Transportation, storage and mail services*.

PAHO ranked seventh in 2025 with a procurement volume of \$1.1 billion, a marginal increase of 0.3 per cent compared with 2024. WHO followed in eighth place, with procurement totalling \$1.0 billion, a decrease

FIGURE 6 Procurement by UN organizations from LDCs, LLDCs and SIDS, 2024-2025 (top 10 organizations by total procurement volume)

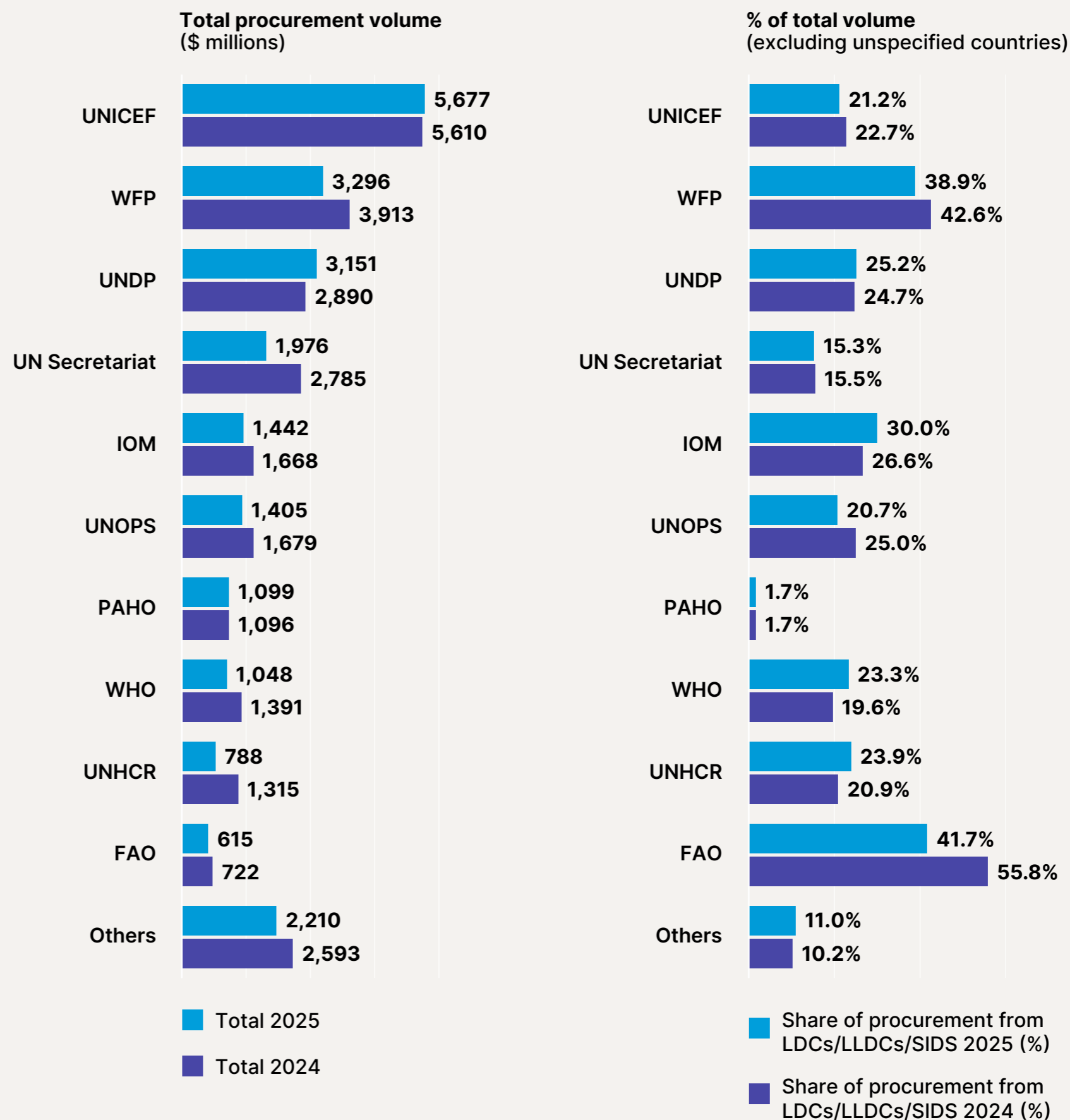


FIGURE 7 Reported collaborative procurement by UN organization (top 10 procuring organizations), 2025

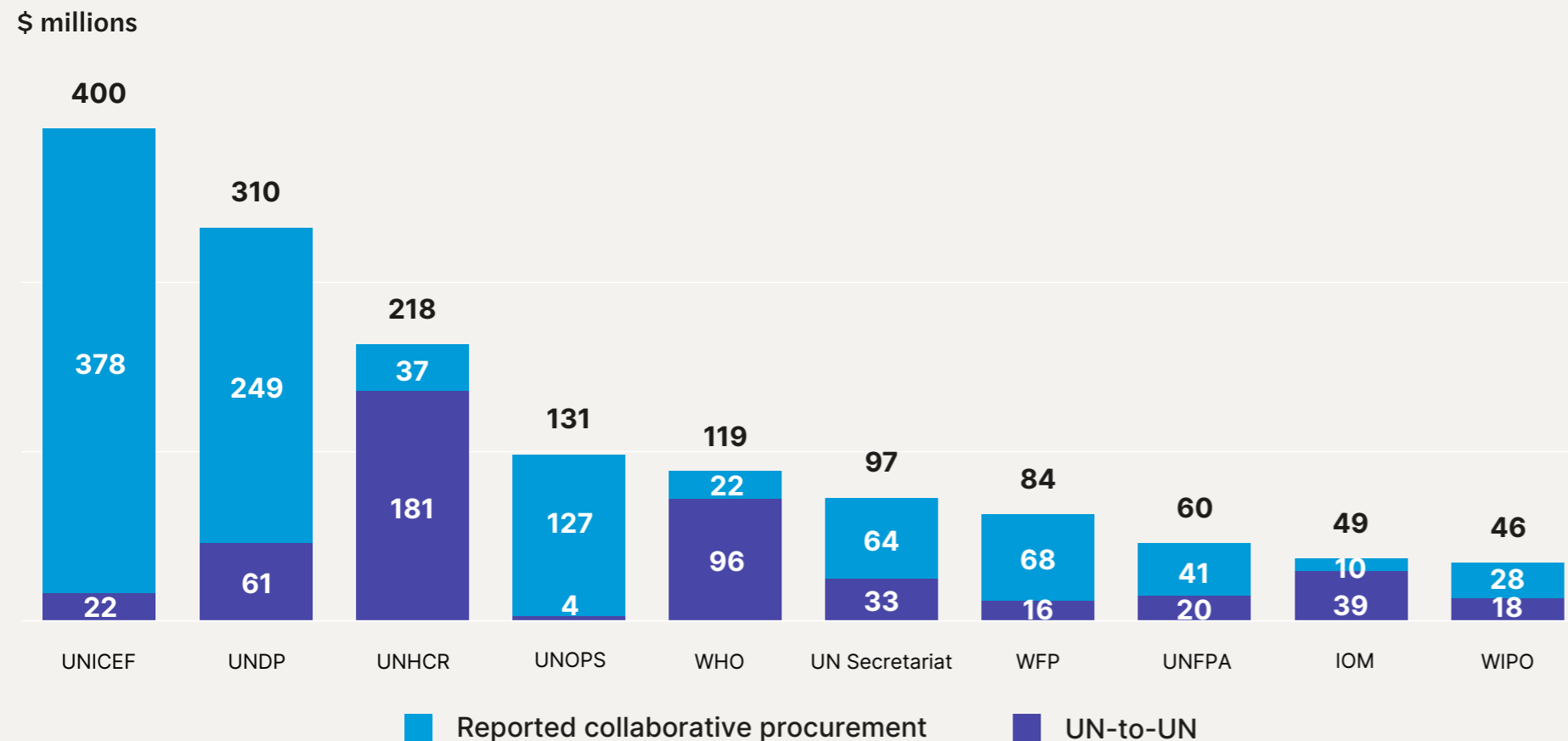
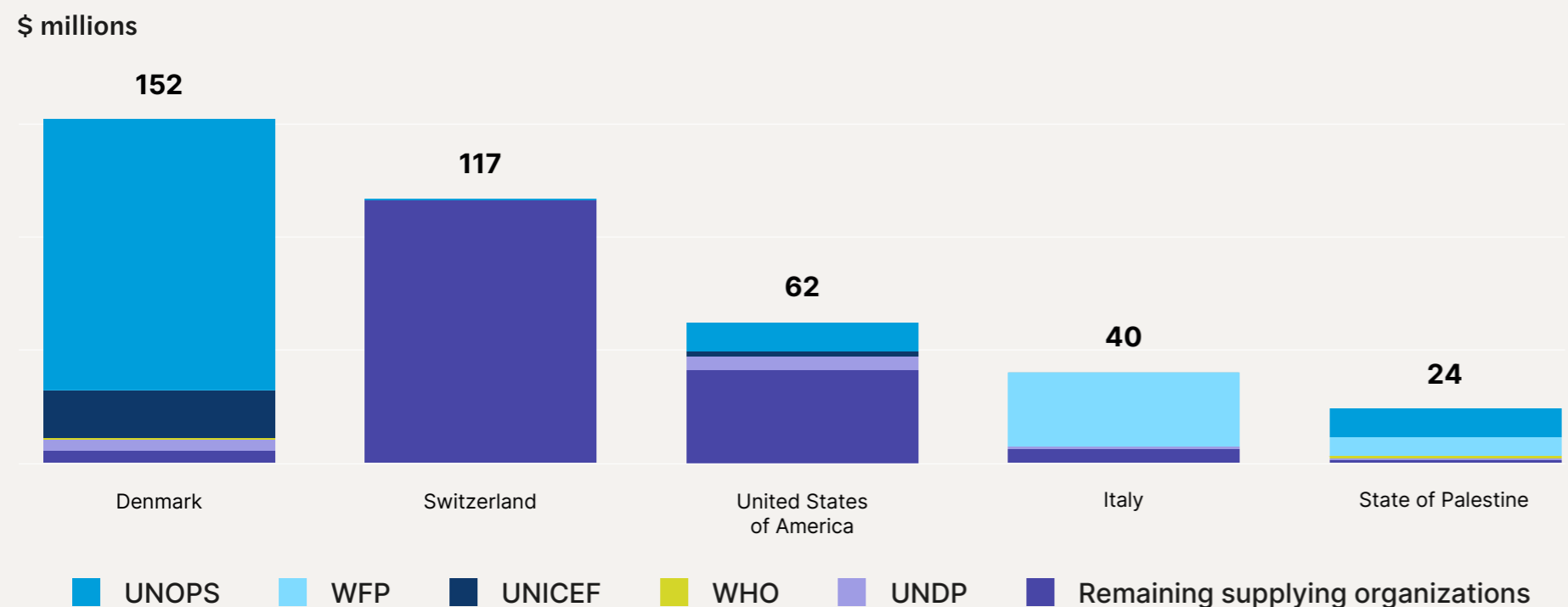


FIGURE 8 UN-to-UN procurement by supplier country and supplying UN organization, 2025



of \$343 million, or 24.6 per cent. This reduction was driven primarily by decreases in procurement of *Management and administrative services* and *Engineering and research services*, which fell by \$128 million and \$88 million, respectively. UNHCR reported a procurement amount of \$788 million, marking a 40.0 per cent decline compared with 2024, while FAO completed the top 10 with \$615 million, a decrease of 14.8 per cent compared with the previous year.

Outside the top 10 organizations, UNRWA experienced the largest absolute decrease in procurement across the UN system, with procurement declining by \$239 million to \$221 million, a decrease of 52.0 per cent. This decline was driven largely by a substantial reduction in procurement of *Food and beverage products*, with procurement in this segment falling from \$153 million in 2024 to \$1.7 million in 2025. In contrast, ICAO recorded an increase in procurement of 19.3 per cent, reaching \$113 million, driven by \$81 million in *Motor vehicles and parts* – including safety and rescue aircraft valued at \$45 million, and air transportation support systems and equipment valued at \$25 million. The International Telecommunication Union (ITU) recorded the highest percentage growth among reporting UN organizations. Its procurement increased by 33.3 per cent to \$37 million, supported by increased demand for *Management and administrative services*. Other notable increases were reported by the Organisation for the Prohibition of Chemical Weapons (OPCW) and the International Maritime Organization (IMO), which increased procurement by 26.7 per cent and 26.9 per cent, respectively, while procurement by the United Nations Educational, Scientific and Cultural Organization (UNESCO) reached \$170 million following an increase of 4.0 per cent. The United Nations Industrial Development Organization

(UNIDO) and the secretariat of the United Nations Framework Convention on Climate Change (UNFCCC) both recorded modest declines, with procurement volumes decreasing to \$157 million and \$33 million, respectively.

The ASR captures both the procurement and supply sides of collaborative activities, showing how UN organizations use their specialized capacities to support the broader system. In 2025, these inter-agency supply roles continued to play an important part in consolidating technical expertise and enhancing system-wide efficiency.

UNOPS remained the largest supplying organization for UN-to-UN procurement, providing \$175 million in goods and services to other UN organizations. As in previous years, most of this volume was concentrated in *Management and administrative services*, which reached \$147 million. UNHCR was the largest organization procuring from UNOPS, with a spend of \$109 million, followed by WHO, with \$36 million, and UNICEF, with \$13 million.

UNDP was the second largest supplier among UN organizations, recording \$90 million in supplies provided to other UN organizations. Its main contributions were in *Management and administrative services* (\$18 million) and *Building and maintenance services* (\$16 million). The main procurers from UNDP were the UN Secretariat (\$29 million) and WHO (\$18 million).

WFP followed, supplying \$62 million worth of goods and services to other UN organizations, including \$26 million in *Transportation, storage and mail services* and \$14 million in *Management and administrative services*.



KEY STATS

13 UN organizations

increased procurement in 2025, with a combined growth of

\$379 million

UNICEF

was the largest procuring organization, reaching

\$5.7 billion

in procurement

UNDP

recorded the largest absolute growth, increasing procurement

by \$261 million to \$3.2 billion –

its highest on record

HIGHLIGHT STORY

UNOPS: Reviving the Niemeyer campus



Inspection of the construction progress at the Federal University of Latin American Integration campus in Foz do Iguaçu, Brazil.
Brazil © UNOPS/Aline Czezacki

The campus of the Federal University of Latin American Integration in Foz do Iguaçu, Brazil, designed by Oscar Niemeyer, had remained incomplete for more than a decade. With \$153 million in funding from Itaipu Binacional and the government of Brazil, UNOPS is now completing the facility, with a strong emphasis on sustainability, environmental protection and inclusivity.

Following an assessment and consultations with 77 academic representatives, UNOPS incorporated more than 90 user-centred improvements into the design. These included improved lighting quality and the provision of dedicated spaces for mothers, alongside a range of sustainable features such as energy-efficient equipment, certified timber and water-efficient fixtures.

In late 2024, UNOPS launched competitive tenders that included mandatory requirements related to gender, diversity and inclusion. Bidders committed to ensuring that persons from priority groups, including women, refugees and persons with disabilities, would comprise at least 15 per cent of their workforce. All personnel working on site received mandatory training in protection from sexual exploitation, abuse and harassment (PSEAH).

The project also introduced robust environmental protection measures owing to its proximity to the Itaipu Biological Reserve, including strict noise control measures, permanent ecological corridors and a comprehensive waste management programme.

Contracts worth \$122 million were awarded in May 2025, and works commenced shortly thereafter, with phased completion expected in 2026 and 2027. Once completed, the university's 94,000 square metre campus will support the advancement of public higher education across Latin America and the Caribbean.

Sustainable procurement

The 2025 ASR demonstrates the ongoing commitment of UN organizations to sustainable procurement practices, recognizing their fundamental role in ensuring responsible sourcing and ethical supplier selection, and in the promotion of sustainable growth throughout the supply chain. The report provides insight into the progress made in the integration of sustainability considerations into procurement practices across the UN system based on voluntary reporting. In 2025, 30 UN organizations contributed detailed information about their sustainable procurement efforts. This data highlights a strong trend towards formalized, policy-driven strategies, coupled with a major shift towards digitalization and advanced data tracking for more effective monitoring of emissions, integration of sustainability considerations, and assessment of overall supplier performance according to environmental and social criteria.

UN organizations are increasingly prioritizing climate action and environmental protection. A key area of focus is the monitoring and reduction of Scope 3 greenhouse gas (GHG) emissions. In 2025, UNOPS released its first comprehensive public report on Scope 3 GHG emissions to account for emissions across its extended value chain. Building on its own Scope 3 baseline assessment, UNICEF initiated a project to align its climate targets with the Science Based Targets initiative. WFP developed the ECODASH tool to measure, monitor and analyze carbon emissions across its supply chain and integrated the

TABLE 5 Status of the inclusion of sustainability considerations in procurement by dimension, 2025

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		✓	No data		No data	
ICAO		✓	11%-20%	→	51%-75%	↑
IFAD		✓	No data		Not applicable	
ILO		✓	No data		No data	
IMO		Planned for 2026	-		-	
IOM		✓	No data		No data	
ITC		✓	6%-10%	↓	6%-10%	↓
ITU		✓	0%-5%	(New)	0%-5%	(New)
OPCW		✓	6%-10%	(New)	6%-10%	(New)
PAHO		×	-		-	
UN Tourism		×	-		-	
UN Women		✓	76%-100%	→	76%-100%	→
UNAIDS		✓	51%-75%	→	76%-100%	→
UNDP		✓	6%-10%	→	6%-10%	→
UNESCO		✓	21%-50%	→	21%-50%	→

Environmental Social Economic General Compared to 2024: → Stable ↑ Higher ↓ Lower

resulting data into Optimus, its food basket design tool, thereby enabling countries to assess the environmental impact of their procurement decisions. Similarly, PAHO developed an in-house dashboard to strengthen tracking of its Scope 3 emissions, while UNDP actively monitored Scope 3 emission reductions achieved through its freight forwarding agreements.

Social sustainability is becoming increasingly institutionalized through strategies for disability and gender inclusion. Guided by the UN Disability Inclusion Strategy (Indicator 8), the International Labour Organization (ILO) conducted assessments to identify procurement categories that pose a high risk of excluding persons with disabilities. WHO leveraged strategic procurement to deliver essential mobility and hygiene devices through its assistive technology programme, thereby strengthening the independence of persons with disabilities across multiple regions. The United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) reported the formal adoption of the UN gender-responsive procurement model policy framework (GRP-MPF), embedding considerations relating to gender equality and the economic empowerment of women throughout the procurement life cycle.

UN organizations are strengthening systematic human rights due diligence and safeguarding measures to prevent human trafficking, forced labour, and sexual exploitation and abuse across their supply chains. Through collaboration, the ILO and UNOPS conducted their first joint sustainability and human rights supplier assessment using the Delivering Responsibility in Vendor Engagement (DRiVE) methodology. The assessment

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		✓	51%-75%	↑	21%-50%	→
UNFPA		✓	No data		No data	
UNHCR		✓	No data		No data	
UNICEF		✓	76%-100%	↑	76%-100%	↑
UNIDO		✓	No data		No data	
UNOPS		✓	51%-75%	→	51%-75%	→
UNRWA		✓	6%-10%	→	11%-20%	→
UNU		✓	0%-5%	→	0%-5%	(New)
UNV		✓	11%-20%	↑	0%-5%	↓
UPU	-	Planned for 2026	-		-	
WFP		✓	11%-20%	→	No data	
WHO		✓	11%-20%	→	6%-10%	→
WIPO		✓	76%-100%	→	51%-75%	→
WMO		✓	76%-100%	→	51%-75%	→
WTO		×	-		-	

Environmental Social Economic General Compared to 2024: → Stable ↑ Higher ↓ Lower



was supported by a new prioritization tool designed to help identify suppliers exposed to elevated financial and sustainability risks. FAO and UNICEF further strengthened supply chain safeguarding by updating contract provisions relating to labour standards and launching dedicated PSEAH risk management resources for supply contracts, respectively.

UN organizations are placing greater emphasis on local sourcing and on integrating micro, small and medium-sized enterprises (MSMEs) into their supply chains to promote economic sustainability. The ILO published dedicated internal guidance focused specifically on MSME-inclusive procurement. UNHCR actively expanded proximity sourcing across multiple regions to reduce environmental impact while stimulating local economic development. WFP also continued to prioritize procurement from smallholder farmers through its local and regional food procurement policy to strengthen local resilience and increase household incomes.

In 2025, 80 per cent of UN organizations (24 out of 30) reported having adopted a sustainable procurement policy, a notable increase from the 74 per cent recorded in 2024. Although the proportion of organizations with formal strategies stabilized at 43 per cent over the past 3 years, the implementation of measurable targets remained steady, with 14 out of 30 organizations reporting this practice. These targets included increasing requirements for goods and suppliers to meet sustainability criteria, reducing supply chain emissions, and prioritizing procurement from diverse suppliers, women-owned businesses and local MSMEs, among other measures.

Recognizing the need for robust implementation, organizations highlighted the importance of internal capacity building. Consistent with the previous year's reporting, almost 60 per cent of UN organizations have trained their procurers in sustainable procurement practices within the past three years. These organizations utilized various methods such as in-person sessions, self-paced e-learning courses, webinars, and virtual training, sometimes with inter-agency support. Furthermore, a fixed number of organizations are making further investments to strengthen their internal sustainable procurement capacity, with 16 out of 30 organizations reporting such initiatives in 2025 and an additional 4 organizations planning to do so next year. These investments encompassed using advanced digital monitoring and e-procurement platforms, recruiting specialized sustainability experts, implementing environmental management systems (EMS), and fostering strategic partnerships and the development of policy frameworks to institutionalize environmental, social, and economic criteria across their global operations.

The foundation of sustainable procurement lies in embedding sustainability criteria into requirements definitions to promote social responsibility, environmental benefits and long-term value. In 2025, most organizations (25 out of 30) reported having adopted this practice, marking a slight increase compared to the previous year. Furthermore, 70 per cent of organizations (21 out of 30) addressed all 3 sustainability dimensions, while 5 more organizations incorporated at least 2 dimensions. Notably, the principal sustainable procurement indicators considered were gender issues, climate change mitigation and adaptation, and human rights and labour issues.

To ensure economic sustainability and best value for money, more than 70 per cent of reporting organizations (22 out of 30) continued to apply the total cost of ownership method in 2025, evaluating life cycle costs, such as maintenance, training and disposal, alongside the initial purchase price.

In addition to implementing the UN Supplier Code of Conduct and using standard contract terms, 19 out of 30 organizations reported utilizing sustainability clauses to ensure supplier adherence to sustainability goals and criteria requirements, maintaining the stable rate established over previous years.

Similar to the previous year, 13 out of 30 organizations collaborated with their suppliers on supply chain sustainability in 2025. Efforts were made to enhance supplier maturity, mitigate risks and foster innovation, recognizing the critical role of supplier engagement in driving sustainability in procurement.

In 2025, the number of organizations actively promoting the UN Global Compact reached 23 out of 30, reflecting a continued year-on-year increase. At the same time, verification of adherence to the UN Supplier Code of Conduct increased significantly, with more than 60 per cent of reporting organizations conducting such verifications, compared to 50 per cent in 2024. These verifications were carried out primarily through supplier questionnaires, UNGM roster maintenance, and on-site and remote assessments.

Looking ahead, UN organizations are committed to using procurement as a strategic catalyst for the achievement of the Sustainable Development Goals

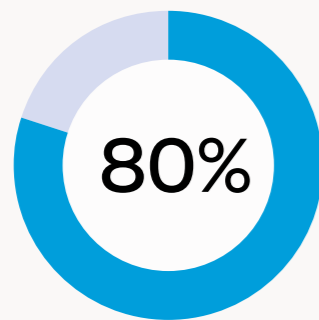
by institutionalizing environmental, social and governance criteria through digital transformation, revised business processes and expanded environmental management systems. Climate change mitigation will remain a key focus area, alongside social initiatives such as gender-responsive procurement and disability-inclusive procurement under the UN Disability Inclusion Strategy. Organizations also plan to expand local and regional procurement to support inclusive economic development and reduce transport-related impacts, implement circular waste management pilot initiatives, and apply life-cycle costing to prioritize long-term value and resource efficiency. By embedding sustainability into procurement practices, the UN system aims to foster resilient local markets while strengthening ethical labour practices and environmental stewardship.

FIGURE 9 Key highlights of sustainable procurement practices within the UN system, 2025

The 2025 ASR shows continued progress in integrating sustainability across UN procurement, based on voluntary reporting from 30 UN organizations.

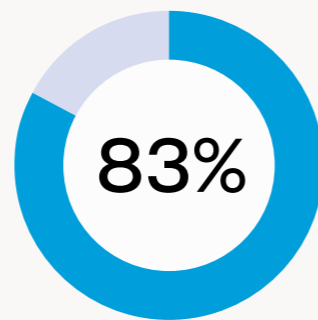
HIGHLIGHTS IN SUSTAINABLE PROCUREMENT IMPLEMENTATION

FORMAL POLICY



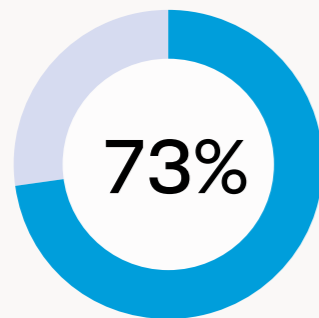
24 out of 30 UN organizations reported having adopted a formal sustainable procurement policy.

REQUIREMENTS DEFINITION



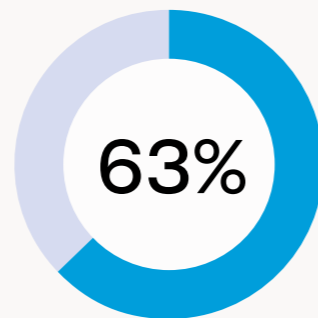
25 out of 30 UN organizations reported having embedded sustainability criteria into requirements definitions.

TOTAL COST OF OWNERSHIP



22 out of 30 UN organizations included total cost of ownership in the financial evaluation.

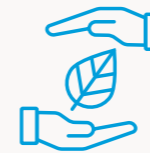
VERIFICATION OF ADHERENCE TO THE UN SUPPLIER CODE OF CONDUCT



19 out of 30 UN organizations verified that their suppliers adhere to the UN Supplier Code of Conduct.

SUSTAINABILITY FOCUS AREAS IN 2025

Most UN organizations have integrated all three sustainability dimensions (environmental, social and economic) into their procurement processes.



CLIMATE ACTION AND ENVIRONMENTAL PROTECTION



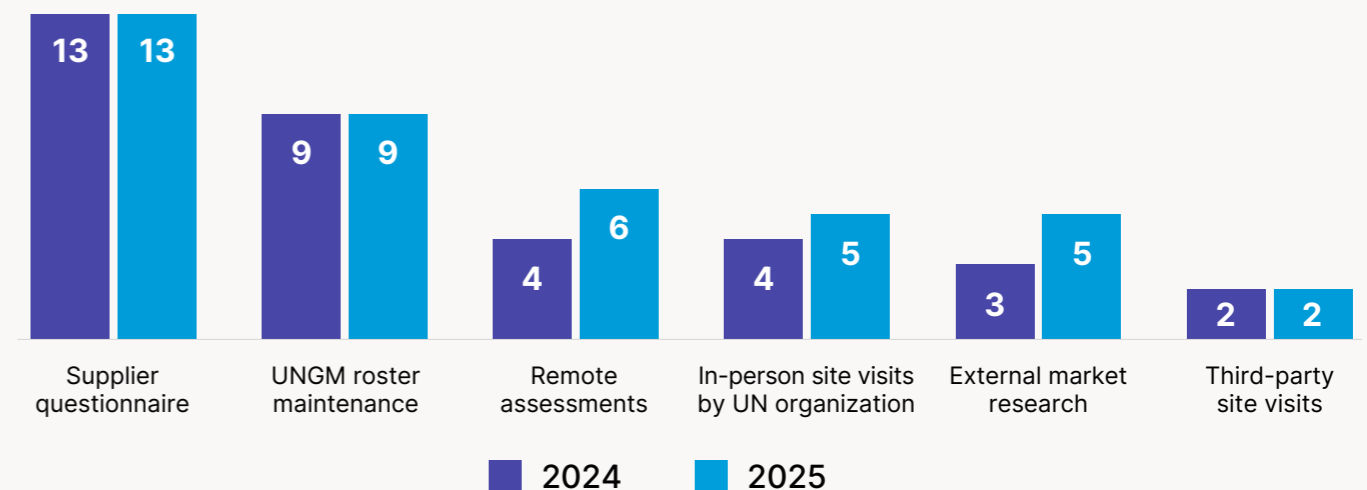
SOCIAL INCLUSION AND HUMAN RIGHTS DUE DILIGENCE



ECONOMIC RESILIENCE, LOCAL SOURCING AND MSMEs

METHODS OF VERIFYING ADHERENCE TO THE UN SUPPLIER CODE OF CONDUCT

In 2025, 63 per cent of reporting organizations conducted verifications compared to 50 per cent in 2024.



**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 2025 are available on the UNGM website.

Historical reports back to 2000



[Explore](#)

Detailed sustainability analysis



[Explore](#)

Procurement from developing countries



[Explore](#)

Procurement by supplier country



[Explore](#)

Goods and services bought by the UN



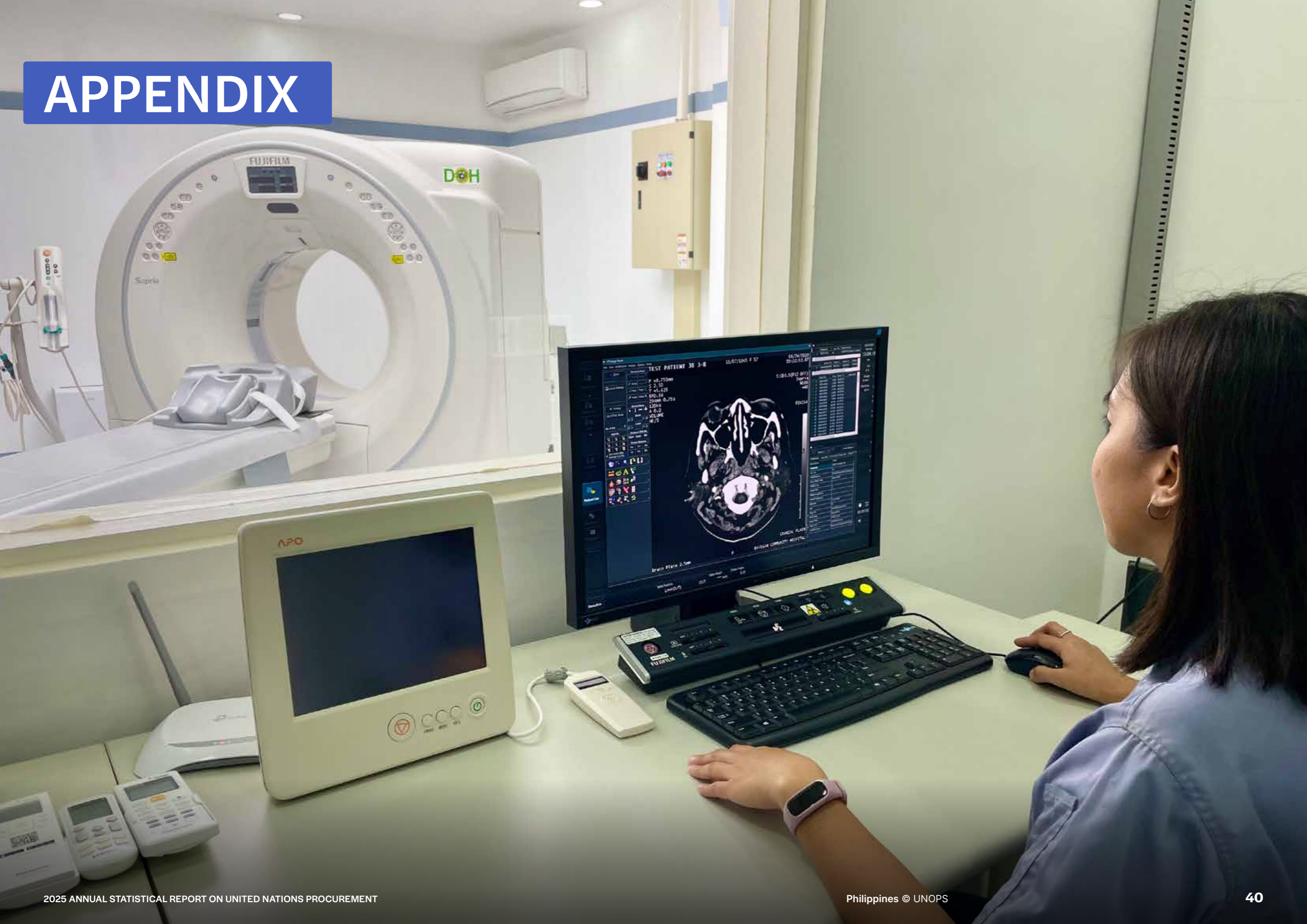
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Major suppliers to the UN



[Explore](#)

APPENDIX



Methodology

PARTICIPANTS

A total of 32 UN organizations participated in the ASR for 2025. Where the report refers to 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 displayed 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 the contract. Typical examples of services include security, catering, cleaning,

TABLE 6 Participating organizations, 2025

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
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund

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 the 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.

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

TABLE 6 Continued from previous page

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

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 = 0.891 EUR
- 1.00 USD = 0.835 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 remained a high level of specificity in the ability of reporting organizations to assign UNSPSC categories in 2025. In some limited cases, organizations were unable to provide information about the categorization of goods and services procured; this data is therefore reported as ‘unspecified goods’ and ‘unspecified services’. Unspecified categories accounted for less than 0.1 per cent of the reported procurement data.

Where categories were known, the majority of procurement volumes continued to be reported at detailed UNSPSC levels. In 2025, 59.3 per cent of the reported procurement volume was classified at the class

or commodity levels, representing the most specific levels of UNSPSC reporting. A further 25.2 per cent was reported at the family level, while 15.5 per cent was reported at the broader segment level.

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'. A total of \$15 million could not be attributed to a specific country in 2025, of which 98.3 per cent 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 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 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

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. UNICEF was the only organization to report on supply chain management collaboration for 2025.

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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