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Annual report of the Administrator for 2025

UNDP Annual Report of the Administrator for 2025

Summary

This annual report of the Administrator concludes reporting on implementation of the Strategic Plan for 2022–2025, presenting cumulative and 2025 results. In 2025, UNDP served 1.1 billion people in 170 countries, supporting expanded access to services, governance, and economic opportunities. Over half of all total expenditures, $2.67 billion, went to crisis or fragile settings.

UNDP delivered results while ensuring 91 cents of every programmatic dollar was reserved for development activities. The organization received its nineteenth consecutive clean audit opinion as it protected oversight and ethics budgets following significant reductions in regular resources.

These results reflect the UNDP integrated model and systemic approach: Universal country presence, provision of an integrator function to support countries in their efforts to implement the 2030 Agenda, and an operational platform that serves the wider United Nations system. This report also presents a candid reflection on where results fell short of ambition and identifies lessons from the previous Strategic Plan period that have shaped the design of the 2026-2029 Strategic Plan.

Elements of a decision

The Executive Board may wish to take note of: The annual report of the Administrator for 2025 and its annexes (DP/2026/15), the report of UNDP on recommendations of the Joint Inspection Unit in 2025 (DP/2026/15/Add.1) and the statistical annex (DP/2026/15/Add.2).

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I. Development that delivers

1. Evidence shows that during the Strategic Plan period UNDP delivered at scale, with integrity and through strong partnerships, generating results for the people and countries that need it most.

UNDP delivered

2. Over the four-year period $19.2 billion was delivered to 170 countries and territories, addressing poverty, governance, resilience, climate, energy and gender equality[1] through integrated solutions.

3. In 2025, poverty and inequality programmes reached 572 million people in over 120 countries. Governance initiatives reached 451.6 million people and included support for 95 million voters in 18 elections across 18 countries, as well as legal identity for 13.3 million people, 51 per cent of them women.

4. In 2025, fifty-two per cent of UNDP expenditure was directed to crisis, conflict, or fragile settings. In Ukraine, UNDP helped restore and maintain energy services for over 6.6 million people. In Gaza, community service centres reached more than 23,000 people. In Sudan, essential health care was maintained for 3.6 million. Across crisis settings, 2.6 million people were gainfully employed or improved their livelihoods, while 5.2 million internally displaced people and host communities received integrated support. In Afghanistan, over 16 million people (5.7 million women) received primary health care, covering disease prevention, treatment, safety measures, and vaccination.

5. On climate and nature, UNDP support resulted in the creation or improved management of 358.7 million hectares of protected areas: 18 million hectares of forest were restored and 36 million people gained access to clean, affordable energy. On financing for development, UNDP aligned the Finance Moonshot to leverage over $920 billion in public and private finance for the Sustainable Development Goals (SDGs).

In partnership

6. Results were possible thanks to the continued trust and support of UNDP partners. Regular resources and Funding Windows investments provided a flexible foundation for UNDP to operate in complex contexts, connect humanitarian response with long-term development, and advance sustainable human development through integrated, nationally owned solutions. Programme and project partners, including United Nations agencies, international financial institutions, and vertical and pooled funds, relied on UNDP country presence and policy expertise to translate resources into systems change. Together, UNDP and partners aligned policy, financing, and implementation in support of the SDGs.

At the intersection of development challenges

7. Development challenges are rarely contained within a single sector; they emerge at the intersections of governance failures, financing gaps, climate pressures, institutional weaknesses and digital divides. The strongest results were obtained when UNDP worked across these intersections—connecting governance to financing, energy access to digital infrastructure, justice to local development, and gender equality to economic and institutional transformation.

8. With systemic risks rising sharply, development is the best investment for achieving and maintaining stability and security. In crisis and fragile settings, UNDP applied the principle that development must begin from day one alongside humanitarian response, helping advance and protect human development gains, including through environmentally responsive policies, at the earliest stages of recovery.

Efficiently

9. UNDP directed 91 cents of every programme dollar to development activities, an increase from 88 cents pre-2018. For every dollar of regular resources, UNDP leveraged $8 in additional funding. Entity-specific efficiencies reached $28.9 million in 2025, up 55 per cent from the previous year. UNDP

[1] Annual report of the Administrator on the implementation of the UNDP gender equality strategy in 2025.

managed over 36 per cent of all common services across 132 United Nations country teams (UNCTs), processed $6.85 billion in payments for over 70 United Nations entities, and remained the highest cost-sharing contributor to the resident coordinator system at $21 million.

With integrity

10. UNDP accountability, oversight and ethics functions operated at full capacity throughout the Strategic Plan period. UNDP received its nineteenth consecutive clean audit opinion from the United Nations Board of Auditors and maintained its position as the second most transparent United Nations organization on the Aid Transparency Index. Section V outlines the institutional investments that sustained these results despite severe financial constraints.

Strategic Plan Moonshots

11. The Strategic Plan sets ambitious ‘moonshot’ goals. While 2025 targets for elections and finance were largely achieved or exceeded, energy access saw limited progress—highlighting the need for nationally owned integrated solutions and systems-level market and financing reforms beyond UNDP direct control. These lessons have informed the design of the 2026–2029 Strategic Plan.

Table 1: Progress Against Moonshot Targets

Moonshot	Target	Achieved to date
Poverty	100 million people escaping multidimensional poverty	251.7 million people gained access to basic services 291 million gained access to financial services
Clean energy	500 million people gaining access to clean sources of energy	76.5 million people impacted
Elections	800 million registered voters supported	911 million impacted
Sustainable Finance	$1 trillion aligned and leveraged for SDGs	$920 billion

Table 2. Development results, at-a-glance (2022–2025)

Area	Key results
Poverty, inequality and structural transformation	• 291 million people accessed financial services and digital financial tools, 51 per cent of them women. • $430 billion in national budgets aligned with the SDGs. • 11.7 million lives saved through the Global Fund partnership since 2003.
Governance, rights, gender and inclusion	• 18.1 million people gained access to justice mechanisms or support systems. • 13.3 million people obtained legal identity, 51 per cent of them women. • Gender Equality Seal for Public Institutions now in 30 countries.
Climate, nature and energy	• 358.7 million hectares of protected area created or brought under improved management. • 18 million hectares of forest restored. • 36 million people accessed clean, affordable energy.
Resilience, crisis, and peacebuilding	• 2.6 million people in crisis settings secured jobs and strengthened their livelihoods, 48 per cent of them women (2025, not measured cumulatively). • 5.2 million internally displaced people, refugees, returnees and host community members supported through relevant programming (2025, not measured cumulatively). • 80 countries strengthened conflict prevention capacities through support to 3,200 organizations focused on conflict prevention and peacebuilding.
Digital and innovation	• Digital transformation supported in 130+ countries.

II. The operating environment

12. Although the final year of the Strategic Plan was exceptionally turbulent, this turmoil is precisely what makes the case for continued investments in development programmes that endeavour to leave no one behind.

13. Geopolitical tensions increased throughout 2025: Growing security concerns reshaped spending priorities, defence budgets surged as global military spending rose, and many Organisation for Economic Co-operation and Development countries redirected resources away from development assistance.

14. Low-income countries, already behind in recovering from the COVID-19 pandemic, were hampered by low growth and debt, with half at high risk of debt distress. Capital continued to flow towards the SDGs but not at the volumes needed. Inequalities between high- and low-income countries persisted. A quarter of the world's population remained offline. Trust in institutions weakened and rule of law declined in 68 per cent of countries.

15. Rapid technological advances led to opportunities and risks. The rapid expansion of artificial intelligence use resulted in an increased demand for energy and water. With seven of nine planetary boundaries breached, a temporary warming of the climate beyond 1.5°C became inevitable. Climate instability intensified local pressure on food, health, and livelihoods, with climate-related disasters increasing between 2022 and 2025. Despite these negative trends, there was hope as renewables overtook coal as the primary source of electricity in mid-2025, and global renewable capacity is projected to double by 2030.

16. This backdrop makes a powerful case for continued investment in sustainable human development. As long as systemic risks are deeply interconnected, collective action is a rational and self-interested response. Moreover, opportunities exist given green transition is accelerating and digital technologies and intelligence are opening pathways that did not exist five years ago. The UNDP comparative advantage makes it possible to seize development opportunities that deliver integrated, cross-sector and whole-of-society solutions.

III. What UNDP delivered and how

17. The distinctive strength of UNDP is the ability to address complexity and drive change across multiple areas. By addressing poverty, governance, resilience, environment, energy, and gender equality while leveraging innovation, digitalization, and sustainable finance as cross-cutting enablers, UNDP generates outcomes that single-sector interventions cannot achieve. Results are strongest when connections are realized, multiplying the impact of a single investment and serving as the foundation for transformative change. For example, investments in renewable energy advance environmental sustainability while also creating jobs, strengthening local governance and advancing equality for women and girls.

18. Results below are organized around the three Strategic Plan outcomes to illustrate how integration achieves broader impact.

Outcome 1: Structural transformation – greener, more inclusive, more digital

Table 3. Development results, at-a-glance (2022–2025)

572 million	people reached through poverty and inequality interventions (2025)
291 million	people gained access to financial services and digital financial tools
149 million	women gained access to financial services
$430 billion	in national public budgets aligned with the SDGs
$920 billion	cumulative finance aligned and leveraged under the Finance Moonshot

19. Outcome 1 focused on shifting economic and institutional systems toward greener, more inclusive and digitally enabled development. In 2025, UNDP reached over one billion people through inclusive development interventions. Poverty and inequality programming reached 572 million people in more than 120 countries. On financial inclusion, 291 million people accessed financial services, including 149 million women. Transformation support was extended to over 130 countries, reaching millions through digital initiatives such as Digital Public Infrastructure, and governance programming reached 451.6 million people in 120 countries. During the same period, 18.1 million people accessed critical justice mechanisms and 13.3 million obtained legal identity, 51 per cent of them women.

20. In Indonesia, UNDP supported gender-responsive village planning linked to national SDG financing mechanisms. This enabled the government to mobilize $13.6 billion through SDG-aligned bonds to strengthen community-level service delivery in 45 villages.

21. This pattern of connecting local institutions to national financing through governance reform recurred across the UNDP Outcome 1 portfolio. UNDP expanded care-focused policy work in 21 countries to address unpaid care as a barrier to women's economic empowerment and poverty reduction. In Turkey, support to a national Care Economy Roadmap helped integrate childcare and elderly care into social protection systems.

22. **On climate, UNDP directly supported 107 countries** to strengthen their national climate pledges through the Climate Promise. By the end of 2025, 70 per cent of developing country submissions had presented new, more ambitious Nationally Determined Contributions (NDCs). The United Nations Secretary-General directed UNDP to lead a United Nations system-wide effort to support NDC implementation.

23. Over the Strategic Plan period, UNDP also built one of the largest sustainable energy portfolios in the United Nations system, with 397 active energy-related projects across 130 countries and combined investment of $1.77 billion. Of this, 106 projects focused on policy, regulatory and market-building interventions that drive systemic change in energy systems.

24. **On nature**, **the Nature Pledge advanced projects in 145 countries,** leveraging $3.9 billion and $14 billion in co-financing. Through the Biodiversity Finance Initiative, $2.7 billion in biodiversity finance is being mobilized, alongside $10 billion in harmful subsidy reforms. UNDP integrated nature into fiscal policy, sovereign debt, and national plans, positioning biodiversity as a driver of fiscal sustainability, food security, and climate resilience. Some 358.7 million hectares were protected or improved to benefit 19.5 million people and raise resilience in 6.5 million.

25. In Pacific Island countries, UNDP strengthened climate resilience through integrated nature-based, digital and clean-energy solutions. In Tuvalu, 3,700 metres of eroding coastline were fortified, reducing inundation risks for 60 per cent of the population. In Samoa, Papua New Guinea and Timor-Leste, UNDP is advancing development of a solar farm, electric vehicle fleets and policies that reduce fossil fuel dependence.

26. **Digital transformation was a structural enabler across sectors.** In Trinidad and Tobago, the Services Online platform processed more than 52,000 documents and 30,000 transactions within six months. Across all contexts, 49 million people used digital technologies and services to improve their lives and 1,589 innovative solutions were adopted by local partners.

27. In Malawi, a national digital identity system transformed public service delivery for 98 per cent of the population, expanding access to financial services for 13 million people and generating savings of $42 million per year. UNDP partnered with academics and industry to equip 7,000 young people with certified digital and artificial intelligence skills.

28. **On financing for development,** UNDP supported over 100 countries with sustainable finance solutions, leveraging the $920 billion in public and private finance for the SDGs. UNDP engaged with 86 countries on the design and implementation of integrated national financing frameworks, of which 65 implemented financing reforms, raising $52 billion in new financing and aligning an additional $40 billion with SDG initiatives. In 2025, UNDP supported the issuance of a EUR 100 million blue bond that mobilizes finance for coastal resilience and sustainable blue-economy investments across Latin America and the Caribbean.

29. UNDP used the Platform for Investment Support and Technical Assistance to direct $8 million in technical assistance for 18 countries in Africa. The resulting development of 20 climate mitigation and adaptation projects unlocked over $100 million in financing and positioning pipelines—and is on target to mobilize more than $500 million by 2027.

30. In Nigeria, the Integrated National Financing Framework drives one of Africa's most ambitious financing reform agendas. Through it, UNDP supports a $175 million SDG-aligned pipeline and the issuance of a $19 million sub-sovereign green bond in Gombe State.

31. In Uruguay, UNDP verified key performance indicators for its sustainability-linked bond, successfully mapping a global mechanism onto a national system and strengthening investor confidence in performance-based sovereign debt. In Ghana, the application of development finance assessment and integrated national financing frameworks strengthened coordination across public finance, debt management, and private sector engagement. In China, UNDP expanded its Government Development Co-financing model to establish four SDG Innovation Labs with $10.5 million in government co-financing in 2025 and providing scalable solutions on livelihoods, digital economy and green transitions.

Constraints and lessons learned

32. High-level policy commitments and adoption of proposed financing frameworks did not automatically translate into local development results, as institutional systems often lacked mechanisms to connect national financing instruments with community priorities. Experiences underscored the importance of working at the level of institutional capacity, not only policy frameworks. Programmes that connect local planning, governance reform and national financing generate greater tangible results, such as foregrounding digital public infrastructure to expand access to public services while strengthening government efficiency or embedding climate and nature solutions within fiscal policy and national planning to reinforce economic resilience, food security, and sustainability.

Outcome 2: Leaving no one behind – rights, services, inclusion

Table 4. Development results, at-a-glance (2022–2025)

1.1 billion	people with greater access to services, governance and economic opportunities
251.7 million	people gained access to basic services
18.1 million	people gained access to justice
13.3 million	people obtained legal identity (51 per cent women)
95 million	voters supported in 18 national elections
5.1 million	people reached with human immunodeficiency virus (HIV)-related prevention and behavioural change communication

33. Strategic Plan Outcome 2 focused on strengthening the institutional foundations of inclusion, so services, economic opportunities and rights are accessible to all, particularly people in vulnerable or underserved contexts, while promoting equity, transparency and accountability within public institutions.

34. From 2022 to 2025, UNDP supported countries in strengthening policy, regulatory and administrative foundations that determine who can access services and opportunities. As a result, 252 million people accessed basic services via support from 56 UNDP offices to show how earlier institutional reforms translated into extended service delivery by the final year.

35. Between 2022 and 2025, the UNDP government-led community development programme was expanded to six Sub-Saharan African countries, delivering rural roads, health centres, schools, water systems, and electricity to underserved communities. Since its inception in Senegal, the model mobilized

nearly $1 billion in domestic resources and the launch of a second phase backed by $489 million to scale results. In the Democratic Republic of the Congo, over 60,000 jobs and livelihood opportunities were created. These outcomes demonstrate scalable approaches to reducing spatial inequalities in underserved communities.

36. In Colombian post-conflict areas, UNDP bridged the gap between justice and local development. Civil society partnerships led to 12,500 victims/survivors receiving legal representation through the Special Jurisdiction for Peace, while support to 456 local entities reinforced local governance. Fundamentally, people could access critical justice mechanisms and witnessed stronger institutions investing in their communities.

37. **Service delivery and social protection**. In Bangladesh, UNDP combined digital payments with policy support resulted in 10,188 beneficiaries receiving bKash transfers with no failures or security breaches, and 10,371 women and volunteers accessing smartcard micro-health insurance. UNDP system-level support also expanded the Old Age Allowance from 4.9 million to 6.1 million beneficiaries, and disability allowance to 3.5 million—strengthening digital government-to-person payments and reducing financial leakage.

38. In Moldova, support to the Energy Vulnerability Reduction Fund established a digitalized compensation mechanism that protected over half of all households from energy price shocks.

39. In Latin America and the Caribbean, UNDP supported regional social protection offers in adapting digitally enabled systems across countries. In Jamaica, the focus has been on hurricane-resilient and shock-responsive social protection measures, while Brazil, Ecuador and Peru are advancing adaptive and digital social protection tools linked to climate risk and system interoperability.

40. **Governance and human rights.** Governance reforms strengthened institutional accountability and service provision, reaching 451.6 million people in 2025. Between 2022 and 2025, UNDP supported 911.3 million registered voters in 78 elections in 51 countries by strengthening democratic processes and inclusive political participation, and with 153 million women participating in elections between 2022 and 2025. In 2025 alone, 95 million registered voters were reached across 18 elections in 18 countries. Moreover, 13.3 million people obtained legal identity through reforms that remain vital for individuals to enrol in social protection programmes, access financial services and participate in elections. Access to justice was expanded to 18.1 million people between 2022 and 2025.

41. In the Philippines, UNDP supported digital tool uptake to increase transparency in campaign financing and strengthen voter education. Fifty-six voter education sessions were held in five provinces, reaching 2,260 voters, including youth, women, Indigenous communities and traditional leaders.

42. Civic space was strengthened as a foundation for trust and sustainability. In Brazil, five federal institutions joined the highly regarded Gender Equality Seal for Public Institutions network, bringing the total number of institutions to 117 in 2025. In 54 country offices, UNDP established 1,783 partnerships with women-led civil society organizations to advance women's leadership and participation, including in crisis settings such as Myanmar and Ukraine. Support was provided to 66 countries to prevent, and respond to, gender-based violence.

43. On human rights, UNDP supported governments in over 63 countries—working with national partners—to strengthen national human rights institutions, support human rights defenders and promote rights-based digitalization. In Kenya, UNDP worked with Women Environment Defenders Hub using the eMonitor+ tool, which in one month flagged more than 1,500 incidents of digital violence targeting women defenders in Kenya, Uganda, Indonesia, Iraq and the Philippines. Upwards of 5,000 companies in 50 countries de-risked investments through human rights and environmental due diligence.

44. Sustainable and rights-based digital transformation was a catalyst for results across Outcome 2. In Guatemala, UNDP strengthened digital governance through a Presidential Goals system that tracks 16 national goals and 52 priority interventions in real time across 16 government institutions. This, alongside a Data Exchange Diagnostic that established a foundation for national interoperability, reduced duplication and exclusion errors and lowered coordination costs, improving value for money.

45. **Economic empowerment and livelihoods.** In Tunisia, UNDP strengthened the legal aid capacities of 2,438 institutional actors in the justice, prisons and social service systems, with 78 per cent women's participation.

46. In Egypt, UNDP supported the Micro, Small and Medium Enterprises Development Agency to create 31,281 MSME projects and 119,295 jobs, support 227 start-ups and train 36,600 youth—attracting $44 million in investments.

47. All initiatives increased economic empowerment results under the Gender Equality Strategy where 155 million women gained access to financial services between 2022 and 2025.

48. **Health governance.** In 2025, reforms reinforced inclusive systems: 5.1 million people globally received HIV-related prevention behavioural change communications, 54 per cent of them women. In South Sudan, collective UNDP, Global Fund, World Health Organization and Joint United Nations Programme on HIV and AIDS action resulted in 82,000 people accessing antiretroviral treatment.

49. The UNDP partnership with the Global Fund has saved an estimated 11.7 million lives since 2003, including 4.7 million between 2022 and 2025. In Zimbabwe, new HIV infections fell by 86 per cent and AIDS-related deaths by 88 per cent. UNDP also expanded access to medical oxygen by installing over 100 oxygen plants in 11 countries, including Pakistan and Angola, and strengthening emergency preparedness to reduce the number of preventable deaths.

50. In India, 32 million pregnant women and 97 million children improved access to immunization and maternal health services. UNDP and partners deployed interoperable digital platforms, the Universal Immunization WIN and electronic Vaccine Intelligence Network, to strengthen planning, traceability and equity in health service delivery. Through South–South cooperation UNDP is able to support system adaptation and uptake in Zambia and the Lao People's Democratic Republic.

51. In Turkmenistan, a government co-financed health portfolio of $195 million between 2021 and 2025 resulted in uninterrupted access to more than 120 essential medicines and upgraded diagnostic capacities for 121 facilities. Use of advanced diagnostic technologies has successfully strengthened testing and treatment continuity for tuberculosis, hepatitis, HIV, and major non-communicable diseases.

Constraints and lessons learned

52. In several contexts, restrictive legal frameworks constrained civil society organizations, hampering programme delivery and limiting safe civic participation. Sudden funding cuts by major vertical funds and bilateral donors exposed the fragility of national health systems dependent on external procurement. Additionally, post-election transitions in several countries erased institutional memory, underscoring the limits of capacity-building that depends on individual relationships versus embedded systems.

Outcome 3: Building resilience in the face of crisis, conflict and disaster

Table 5. Development results, at-a-glance (2022–2025)

102 countries	improved preparedness to manage multidimensional risks
64 countries	reinforced conflict prevention and peacebuilding capacities
55 countries	implemented risk-informed and gender-responsive recovery solutions
5.2 million	displaced persons, refugees, returnees and host community members supported

Crisis situations in 2025

In 2025, UNDP provided integrated support to affected populations in countries experiencing crisis situations and/or protracted fragility, as per the UNDP internal crisis response Standard Operating Procedure.[2] Across these settings, affected by conflict, climate- and health-related disasters, and political instability, UNDP combined early recovery, stabilization, and resilience-building support with institutional strengthening for national and local authorities. This helped restore essential services and livelihoods while reinforcing capacities to manage risk, prevent relapse, and support sustainable recovery across the humanitarian-development-peace nexus.

53. Outcome 3 addresses resilience in crisis settings across all development contexts where systemic risks are increasing.

54. In 2025, UNDP strengthened resilience in 127 countries, supporting governments and communities to better prevent, plan for, and recover from crises. Across settings, ecosystem restoration and nature-based solutions served as preventive resilience infrastructure to reduce climate risk, stabilize livelihoods and lower future recovery costs.

55. **Crisis response and early recovery.** Central to Outcome 3 is the core UNDP development approach: Ensuring development action begins alongside humanitarian response rather than waiting for stability to be achieved. In 48 countries, UNDP efforts translated into improved access to essential services, livelihoods support and training, and stronger policy and institutional capacities.

56. In Ukraine, UNDP supported the assessment of 94,000 km² of land potentially contaminated by mines, including over 36,000 km² of agricultural land, while expanding access to digital public services for 466,101 internally displaced people. In Gaza, UNDP scaled early recovery approaches, removing 225,000 tons of debris for 1.3 million people. In Sudan, essential health services were maintained for over 3.6 million individuals. In Syria, UNDP improved living conditions for 7.6 million people by restoring water networks and clearing debris.

57. In Yemen, UNDP assisted in creating more than 300,000 days of employment for 11,038 vulnerable people through cash-for-work modalities and rehabilitation of rural roads, water storage facilities and irrigation infrastructure.

58. UNDP resilience programmes in crisis, disaster, and conflict settings supported 25.9 million displaced people, refugees, returnees, and host communities during the Strategic Plan period—advancing pathways to development solutions and socioeconomic inclusion. As a dedicated “Solutions Champion,” UNDP supported governments from Chad, Colombia, Iraq, Nigeria and others to integrate internal displacement into national development plans and align durable solutions with SDG delivery, public investments, and institutional reform.

59. In 2025, 2.6 million people benefited from jobs and improved livelihoods in crisis or post-crisis settings, 48 per cent of them women. Upwards of 5.2 million temporary and permanent migrants benefited from integrated interventions—this includes 208,500 refugees, 1.2 million internally displaced people, 314,500 returnees and 3.5 million host community members.

60. **Climate resilience and finance risks.** In 2025, 61 countries reported benefits from UNDP climate resilience support. In Somalia, a country where recurrent droughts and floods have exposed structural weaknesses in water governance and climate risk management, UNDP completed three boreholes for 7,700 households (52 per cent women-headed) and strengthened early warning systems by integrating

[2] Level 3 crisis areas in 2025: Bangladesh, the Democratic Republic of the Congo, Haiti, Lebanon, Myanmar, the Occupied Palestinian Territory, Sudan, and Syria. Level 2 crisis areas: Afghanistan, Iran, and Pakistan. Level 1 crises areas: Cuba, Jamaica, Nepal, and Sri Lanka. UNDP was also present in several undeclared crisis contexts, including Armenia, Bosnia and Herzegovina, Burundi, Cape Verde, Eritrea, Georgia, Kosovo (as per United Nations Security Council Resolution 1244), Madagascar, the Republic of Moldova, Mozambique, Serbia, and Vanuatu. Protracted crisis contexts included the Horn of Africa, Papua New Guinea, the Sahel, Ukraine, and Yemen.

climate and security data with national climate stocktaking and revised NDC roadmaps. These interventions reduced systemic exposure to climate shocks and enhanced institutional capacities to act before crises escalate.

61. In the Pacific, UNDP, the United Nations Capital Development Fund and local insurers developed parametric products that provide rapid financial insurance relief to communities vulnerable to climate-related disasters. In 2025, more than 1,800 social welfare recipients and people with disabilities in Fiji, 60 per cent women, received coverage. This model is being scaled Kiribati, the Solomon Islands, and other Pacific countries to strengthen financial protection for vulnerable households and enable faster recovery after climate shocks.

62. In 2025, the Insurance and Risk Finance Facility delivered targeted solutions to 4.3 million people in 39 countries and supported 13 national governments with regulatory reforms. A Tripartite Agreement involving UNDP, Germany and major reinsurers provides $5 billion in managing risk capacities in 19 countries.

63. **Peacebuilding and prevention**. In 2025, UNDP supported peacebuilding and conflict prevention efforts in 64 countries. At the regional level, stabilization programmes in the Lake Chad Basin and Liptako-Gourma resulted in changes to livelihoods and local governance in support of over 1.6 million people. In Ghana, at the national level, UNDP supported the National Peace Council to establish subcommittees on gender, early warning and conflict prevention that also empower inclusive social accountability platforms for 24 communities. Between 2022 and 2025, UNDP continued to strengthen institutional and civil society capacities: More than 3,200 organizations in conflict prevention and peacebuilding, and over 2,300 in promoting social cohesion.

Constraints and lessons learned

64. Global supply chain disruptions and currency instability made procurement challenging in crisis contexts, further highlighting the need for adaptive delivery approaches such as decentralized implementation, digital payments and flexible procurement. The evidence also confirms that effective crisis response requires development engagement from the first day of a crisis to protect development gains and reduce risk, while laying the foundation for recovery and eventual exit from humanitarian assistance.

65. Many results were not achieved by UNDP alone. Across all three outcomes, collaboration with governments, regional organizations, international financial institutions, United Nations organizations, civil society and the private sector were essential for scaling impact and sustaining reform. The next section examines how these partnerships worked and the financing landscape shaped the possibilities.

IV. Partnerships, United Nations reform and the financing landscape

66. The Strategic Plan evaluation described UNDP as a catalyst for collaboration. Its integrated approach depends on working with governments, United Nations organizations, international financial institutions, regional organizations, civil society and the private sector.

67. UNDP delivers results through the partnerships it curates. The recent AidData Listening to Leaders Survey found UNDP remains among the top five development partners globally, even with a comparatively smaller resource base than many peers. Government leaders gave very high rankings on working with UNDP across all signature solutions and private sector approval approached 98 per cent.

Working as one United Nations system[3]

68. The Strategic Plan evaluation confirmed the value of the UNDP integrator function. In 2025, under the oversight of resident coordinators, UNDP, national governments and over 30 United Nations organizations brought integrated solutions to complex development challenges in 136 countries. UNDP provided critical analytical inputs to Common Country Analyses and supported the design of Cooperation Frameworks aligned with national development priorities. UNDP aligned country programme documents

[3] See annex on the report on the implementation of General Assembly resolution 75/233 on the quadrennial comprehensive policy review.

with frameworks and led cross-cutting initiatives on climate action, digitalization, and the humanitarian development peace nexus.

69. Contributions proved most effective in realizing large-scale efforts: Steering integrated national financing frameworks that mobilized over $48 billion for national budgets, supporting NDCs in 107 countries and nearly 2.2 billion people through the Climate Promise, and driving early recovery in Afghanistan, Myanmar, Sudan, Ukraine, Yemen and Gaza. UNDP was a principal champion of the United Nations Efficiency Agenda, managing shared services across 132 UNCTs and 136 common premises, globally. A little over 15 per cent of UNDP projects were jointly implemented as programmes/projects with United Nations partners.

70. In 2025, UNDP remained the highest cost-sharing contributor to the resident coordinator system, doubling its regular resource contribution since 2019 to $10.9 million. The total UNDP contribution to the Special Purpose Trust Fund totalled $21 million.

71. UNDP-hosted entities further strengthened their system-wide impact. The United Nations Volunteers programme deployed 17,169 volunteers from 182 nationalities to serve in 59 United Nations organizations in 172 countries. This number included 2,712 youth volunteers, 248 volunteers, pre- or post-retirement age, and 325 volunteers with disabilities. The United Nations Office for South-South Cooperation supported Member States in embedding South-South and triangular cooperation across 41 intergovernmental resolutions and decisions, advancing knowledge and supporting nationally owned solutions through trust fund projects in over 40 developing countries.

72. The United Nations Capital Development Fund (UNCDF) operated in 67 countries, including 36 Least Developed Countries, 16 Small Island Developing States, and 24 fragile settings. In Afghanistan, UNCDF and UNDP released 18,000 loans totalling $52.7 million to micro and small enterprises. Of this, $39.3 million in guarantees achieved a leverage ratio of 22:1 on total financing, thereby mobilizing private capital by a ratio of 30:1.

73. As host to the United Nations Multi-Partner Trust Fund Office, UNDP supported the administration of $1.1 billion in interagency pooled funds in 2025. This disbursement spanned 115 programme countries, 42 United Nations organizations and the investments of 71 contributors.

74. The UNDP global field presence provides timely operational support to United Nations system organizations and integrated assistance that reinforces system-wide coherence and efficiency at national and local levels. UNDP is actively contributing to the development of the UN80 initiative, co-leading workstreams for UNDP and the United Nations Office for Project Services merger, and Expertise-on-Demand.

Expanding partnerships for progress

75. In 2025, UNDP deepened collaboration with international financial institutions, national governments, the private sector, philanthropic ventures and vertical funds. UNDP mobilized over $316 million from 14 international financial institutions across 47 countries. UNDP and the Asian Development Bank launched the Social Protection and Resilience for Communities Programme in Myanmar, as well as a joint initiative to localize the SDGs across Asia and the Pacific. Consequently, UNDP played a catalytic role in brokering the groundbreaking Full Mutual Reliance Framework between the Asian Development Bank and World Bank Group.

76. As the largest implementing partner of the Global Environment Facility, and a leading Accredited Entity of the Green Climate Fund, UNDP supports country access to environmental and climate finance, including $838 million channelled directly to 30,000 community-led projects in 136 countries.

77. In Latin America and the Caribbean, UNDP strengthened partnerships with international financial institutions through a Partnership Framework Agreement with the Central American Bank for Economic Integration. This agreement builds on those with the Development Bank of Latin America and Caribbean and the Inter-American Development Bank to generate a $62 million pipeline of initiatives.

78. Private sector partnerships were integrated to yield greater development impact. The UNDP and Samsung-led Generation17 continued to empower youth leaders to champion the Sustainable Development Goals using technology, while a second-phase initiative focused on digital skills and the

circular economy. In Kenya, UNDP and Microsoft launched a digital transformation programme to future-proof public institutions through artificial intelligence-enabled service delivery. The timbuktoo initiative, a UNDP flagship partnership to mobilize capital for innovation across Africa, is working to raise $1 billion over the next decade to support 10,000 start-ups and scale 1,000 ventures to generate $10 billion and positively impact 100 million lives.

79. UNDP deepened partnerships with emerging donors through South-South and triangular cooperation. In Brazil, this type of collaboration supported vocational training, sustainable agriculture and health workforce development alongside regional cooperation to advance climate governance and green finance. In China, the result was strengthened capacity to design and evaluate development projects using knowledge from over 40 countries, while stakeholders in Kuwait expanded support through regional financing initiatives. South-South exchanges also advanced collaboration on anti-corruption, fisheries, the blue economy and climate resilience in Africa, Asia and Europe.

Thought leadership and global public goods

80. Flagship UNDP products such as the Human Development Report and Multidimensional Poverty Index continued to advance people-centred perspectives on growth, inequality and sustainability. Likewise, SDG Insight reports, developed with inputs from 95 countries, informed nationally led strategies, and the SDG Push initiative supported 100 countries in defining integrated policy choices. In 2025, the UNDP Accelerator Labs network sourced over 6,000 development solutions from 115 countries. Building on this foundation, a new Digital, Artificial Intelligence and Innovation Hub in the 2026-2029 Strategic Plan will drive integrated analytics, multi-stakeholder collaboration and the application of innovation in support of sustainable human development.

The UNDP financing landscape

81. In 2025, UNDP programme delivery reached $4.8 billion. Non-core contributions proved resilient with third-party cost sharing rising to $2.12 billion, programme country investments reaching $1.4 billion (and accounting for a quarter of total resources, up 22 per cent from 2024), and the mobilization of $8 in additional funding for every dollar of regular resources UNDP raised. These outcomes point to continued partner confidence in UNDP delivery capacity.

82. Despite these gains the financing base continues to shift in ways that matter. Regular resources, which make the integrated model and system-wide coherence possible, declined 24 per cent between 2024 and 2025, the lowest level seen in six years. This contributed to a contraction of 16.4 per cent across the Strategic Plan period compared with 2018-2021. Thematic funding windows fell from $133 million to $115 million and vertical fund contributions declined to $794 million, down from $908 million in 2024, the latter driven by reductions in Global Fund (47 per cent) and Green Climate Fund (34 per cent) support.

83. This matters because earmarked, project-specific contributions cannot substitute for regular resources. They do not fund rapid crisis response, cross-sector programming, policy convening or independent oversight. As the Strategic Plan evaluation made clear: Without adequate regular resources the ability of UNDP to respond in a timely manner and operate across sectors is structurally compromised. Practical consequences are already visible. In 2025, 129 country offices identified financial constraints as a primary implementation challenge and reduced core funding, limited seed financing and technical support, and slowed programme implementation and scaling rates.

84. If we do not reverse this trend, we cannot reduce crisis response given already strained oversight capacity and pressure on the universal presence that underpins the UNDP integrator function. The results in this report show what is possible when the organization is adequately supported financially. Sustaining visible results requires sustained investment.

V. A future-ready institution

85. Development results depend on an institution capable of delivering them. Throughout the Strategic Plan period, UNDP invested in its operational systems by strengthening global, regional, and thematic hubs in support of country offices, enhancing its staff and organizational culture, refining its approach to

results measurement, improving risk management practices, and maintaining a robust oversight architecture to ensure that increased ambition matched institutional capacities.

Table 6. Institutional investment: 2025 highlights

Investment area	2025 results
Efficiency and value for money	• 91 cents of every programme dollar directed to development activities. • $28.9 million in entity-specific efficiencies, up 55 per cent from 2024. • $18 million in system-wide efficiency gains through Business Operations Strategies. • 24 per cent reduction in carbon emissions since 2018; $3 returned for every $1 invested in greening.
Digital modernization and artificial intelligence	• Over 3,000 business processes automated through the Quantum enterprise resource planning platform, 11 United Nations agencies joined the platform. • Over 100 artificial intelligence use cases were deployed across operations; more than 16,000 staff equipped with Copilot Chat and 8,000 trained in artificial intelligence foundations.
People and culture	• Crisis Academy trained nearly 2,600 staff in crisis prevention and response. • 1,561 colleagues completed SURGE, crisis readiness, and Early Recovery Hub information sessions. • Engagement Index reached 76/100, exceeding the global benchmark for the first time. • Women hold 59 per cent of D1/P6 positions, up from 47 per cent in 2021; Global South representation at P4 and above reached 55 per cent. • The Ethics Office addressed a record 1,342 service matters, including 927 requests for ethics advice guidance. Executive management requests for ethics advice and guidance increased by 50 per cent since 2024.
Services to the United Nations system	• $6.85 billion in payments were processed in 122 currencies for more than 70 United Nations organizations. • $2.3 billion in payroll delivered to over 50,000 personnel, more than half non-UNDP. • 136 common premises managed globally, housing 19,700 personnel across 118 UNCTs. • 756 smart infrastructure projects underway across 108 countries with 25 United Nations agencies.

Efficiency and innovation

86. In 2025, UNDP continued to advance the United Nations Secretary-General's Efficiency Roadmap, delivering on entity-specific efficiencies of $28.9 million, up 55 per cent from 2024. Through Business Operations Strategy functions in 132 UNCTs, UNDP generated an estimated $18 million in specific cost savings in 2025, approximately 33 per cent of total savings globally, while managing over 40 per cent of common services on behalf of more than 50 United Nations entities.

87. The UNDP Global Shared Services Centre now serves over 70 United Nations organizations, including new clients such as the International Civil Aviation Organization and World Meteorological Organization. In 2025, the GSSC processed $6.85 billion in global payments and delivered $2.3 billion in payroll to over 50,000 personnel across the United Nations system, more than half of whom are not affiliated with UNDP. Of the 15 prioritized Global Shared Services, UNDP provides five: Payroll, payments, human resources, Enterprise Resource Planning services and the Partner Personnel Services Agreement. UNDP also manages 136 common premises globally, housing 19,700 personnel and providing services to 46 United Nations entities and 118 UNCTs.

88. UNDP leads two out of four active Common Back Offices globally, with a third in preparation. In Brazil, it serves 17 United Nations organizations (74 per cent of the country team), processing over 12,400 requests and generating more than $5 million in savings. In Viet Nam, it supports 15 entities (94 per cent of the country team), processing over 21,800 requests and generating over $450,000 in savings.

89. UNDP invested in energy efficiency and renewable energy through the Greening Moonshot Facility to achieve a 24 per cent reduction in carbon emissions since 2018. Country offices used solar energy and electric vehicles for business continuity in energy-insecure settings, reinforcing climate advocacy with practical demonstration. More than 190 Greening Moonshot projects reduce over 4,000 tCO_2e each year, while also contributing to the UNDP commitment to manage resources-efficient operations with every $1 invested returning $3 in savings.

People and culture

90. The People for 2030 strategy continued to demonstrate that if investment in people declines, delivery slows down. In 2025, the response rate of the UNDPListens Engagement Survey was 68 per cent with the Engagement Index reaching 76 out of 100, exceeding the global benchmark for the first time after a three-year increase. The Inclusion Index reached 77 out of 100, two points below the global benchmark and up from 75 in 2024. Offices that acted on survey findings reported measurable improvements in trust, collaboration and accountability. The data is explicit: A strong people environment is the foundation on which delivery is built and protected.

91. UNDP invested in specialist capacities to meet rising operational demands. The restructured Crisis Academy enrolled nearly 1,000 participants, while the SDG Finance Academy trained 1,100 staff and partners. Through other courses and sessions over 3,000 colleagues strengthened their operational skills. In 2024 and 2025, 200 personnel were trained on strategic foresight and over 450 senior leaders participated in the Leaders for 2030 programme, with participating offices twice as likely to rank as top performers on the UNDP Engagement Index.

92. On diversity, Global South representation at P4 and above grew from 51.3 per cent in 2020 to 55.4 per cent in 2025, with resident representatives from the Global South rising from 48.9 per cent to 56.4 per cent over the same period. Women now hold 59 per cent of D1 positions, up from 47 per cent in 2021, and UNDP has maintained global workforce parity for over five consecutive years. UNDP was recertified under the EDGE framework in 2024, including EDGEplus certification for gender identity inclusion, by directing 75 per cent of expenditures to projects with gender equality as a significant or principal objective.

93. On non-discrimination and anti-racism, analysis of the 2024 and 2025 inclusion surveys found no statistical gaps in scores between racial and ethnic groups. The Office of Audit and Investigations received 13 complaints of racial discrimination between 2021 and 2025 but none were substantiated. Voluntary demographic data collection is now embedded in UNDPListens, which enables intersectional analysis aligned with Joint Inspection Unit standards.

94. On the prevention of sexual exploitation, abuse and harassment, UNDP delivered over 69 training courses in 2025, reaching 6,700 personnel across all regions in three languages. UNDP began piloting the Misconduct Disclosure Scheme in January 2025, running checks for international and national professional recruitments in higher-risk crisis settings including Afghanistan, Central African Republic, Haiti, Somalia and Ukraine, further complementing its participation in the United Nations ClearCheck system. The Ethics Office addressed a record 1,342 service matters in 2025, with requests for ethics advice and guidance from executive management up 50 per cent since 2024. One hundred per cent financial disclosure filing compliance was maintained.

Measuring for impact

95. UNDP recognizes that demonstrating results requires delivery, rigorous measurement and honest assessment. Over 70 country offices adopted portfolio approaches, mobilizing over $450 million. A portfolio policy, grounded in country experiences, was adopted in 2023 through 120 portfolios in 100 countries and cities, including some in fragile and crisis contexts such as Myanmar, Venezuela, South Sudan, Syria, and Ukraine. Investments in data, innovation, digital and strategic foresight reinforce portfolio approaches in navigating rapid change and creating new options to deal with complexity. Artificial Intelligence and machine learning enable more efficient analyses and a deeper interrogation of results data. A monitoring and evaluation Sandbox, developed with the Gates Foundation and involving over 250 organizations, is defining new methods to measure systemic change to reflect the reality that integration requires measurement tools that go beyond linear project logic.

Risk management

96. UNDP prioritizes effective risk management to anticipate and respond to events that may impact its Strategic Plan. In 2025, efforts included enhancing the Risk Management Framework and internal governance, systems and tools, integrating risk anticipation into Results Based Management (RBM) for adaptive programming, and operationalizing the latter through the new RBM Hub. UNDP also enhanced social and environmental standards by investing in the Stakeholder Response Mechanism to support stakeholder engagement and issue resolution.

Accountability and oversight

97. UNDP credibility rests on the independence and rigour of its oversight functions. In 2024, UNDP received its nineteenth consecutive clean audit opinion from the United Nations Board of Auditors and maintained its position as the “second most transparent United Nations organization” on the Aid Transparency Index. UNDP met 15 of 18 relevant indicators under the United Nations System-wide Action Plan 3.0.

98. In 2025, the Office of Audit and Investigations completed all 111 planned audit assignments, issuing 99 audit reports with 229 recommendations and publishing all reports within 30 days. The Investigations Section managed 734 cases, finalizing 88 per cent of assessments within three months. Sixteen vendors were debarred. In 2025, the Joint Inspection Unit completed six systemwide reviews and made 28 recommendations to UNDP. Most recommendations have been implemented or are underway through follow-up procedures (see Annex DP/2026/15/Add.1).

99. The independent evaluation function provided evidence on effective strategies. The Strategic Plan evaluation showed integrated approaches had more impact than siloed ones and decentralized evaluation quality had improved, with satisfactory ratings rising from 25 per cent in 2020 to 57 per cent in 2025. UNDP also strengthened ethics and integrity systems, maintaining a zero-tolerance approach to sexual exploitation and abuse and reinforcing safeguarding practices across all offices, demonstrating strong accountability and follow-through.

100. The Ethics Office addressed a record 1,342 service matters in 2025, which strengthened institutional integrity and promoted an ethical culture. Office personnel also advised against proceeding with a proposed course of action in 216 out of 927 guidance matters and facilitated 143 awareness sessions across UNDP. Financial disclosure achieved 100 per cent filing compliance in 2025, while the share of projects receiving unqualified audit opinions reached 88 per cent in 2024.

VI. Lessons and the road to 2026–2029

101. The Strategic Plan period produced results at scale along with lessons that shape how UNDP enters its next chapter. **First, integration works but only when it is embedded in systems rather than layered on top of projects.** The strongest results came when governance reform, financing and service delivery were connected within national institutions, not pursued as parallel workstreams. This also applied to private sector engagement, where impact was greatest when UNDP worked across policy, market systems and enterprise support vs. being weakest when focused only on micro-enterprises. The 2026–2029 Strategic Plan responds by placing systems approaches and portfolio management at its core.

102. **Second, investing in development is investing in crisis prevention and stability.** Half of UNDP expenditure went to countries in crisis or fragile settings—and demand is only growing. The lesson is that UNDP must stay and deliver in these contexts because development investments from day one is the fastest way to recover from crisis, reduce humanitarian need and prevent future crises from occurring.

103. **Third, digital and data are accelerators, but only when institutions are ready for them.** UNDP action on digital transformation reached millions of people throughout the 2022-2025 Strategic Plan period but faced challenges of adoption, interoperability and change management. The new Strategic Plan pairs digital investment with institutional capacity-building and treats data governance as a prerequisite instead of an afterthought. Similarly, the Energy Moonshot demonstrated that while UNDP built a substantial project portfolio across 100 countries and cities, translating investments into verified access at the 500 million scale requires system-level changes in energy markets, financing and regulation that

extend beyond the reach of any single organization. The 2026–2029 Strategic Plan responds by embedding energy access within broader systems transformation.

104. **Fourth, flexible funding is a necessary condition for integrated work.** As regular resources declined during the Strategic Plan period, UNDP is adapting by optimizing resource use, strengthening its business model and enhancing resource mobilization, and building flexibility into the 2026–2029 Strategic Plan to respond to future disruptions. Yet, notwithstanding this adaptive approach, without predictable, flexible resources, the UNDP integrated delivery model cannot operate at its full potential. The Strategic Plan identified the private sector as an indispensable partner for transformation across all development goals, but private sector evaluation also identified risk-avoidant institutional culture and lengthy contracting processes as barriers to effective partnership. These findings reinforce the need for flexible resources and adaptive operational frameworks.

105. **Fifth, accountability must be protected under pressure.** Despite reduced funding and operational complexity, UNDP maintained oversight investments, completed all planned audits, achieved full financial disclosure compliance, and expanded its ethics infrastructure. The new Strategic Plan builds on this foundation with an enhanced enterprise risk management framework and continued investment in independent oversight.

106. The previous Strategic Plan period delivered results at scale and reinforced the importance of development cooperation amid geopolitical, technological and systemic risks. The UNDP 2026–2029 Strategic Plan strengthens the organization’s ability to act early, at scale and in close collaboration with necessary changemakers to place prevention and resilience at the centre of development choices. This approach connects institutions, finance and service delivery across systems rather than sectors, and enables UNDP to identify emerging risks and opportunities sooner and therefore adapt more quickly to rapidly changing contexts. The new plan positions UNDP to apply the lessons of the past four years as it helps countries navigate future uncertainties through integrated and future ready development cooperation.