

Vital

Report of the
Secretary-General
on the Work of
the Organization

2026



United
Nations

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Cover:
**United Nations Humanitarian Air
Service personnel await the arrival of
humanitarian workers in
Port-au-Prince.**
(Port-au-Prince; October 2025)
© WFP/Irshad Khan

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**Report of the Secretary-General on the Work of the Organization
A/81/1, eighty-first session**
Published by the United Nations
New York, NY 10017
United States of America

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ISBN: 978-92-1157751-8
eISBN: 978-92-1155121-1
Print ISSN: 0082-8173
Online ISSN: 2518-6469
Sales No. GA.81.1

Designed and produced by:
Division of Conference Management, United Nations Office at Geneva
Department of Global Communications, United Nations, New York
Department for General Assembly and Conference Management, United Nations, New York

Credits:
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Note: This report is issued in response to Article 98 of the Charter of the United Nations,
which mandates the Secretary-General to provide an annual report to the General Assembly
on the work of the Organization. The key priorities covered in the report correspond to the
eight priorities established by the General Assembly, together with a final chapter on the
effective functioning of the Organization.

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Promotion and protection of human rights	Effective functioning of the Organization



Cherry trees in bloom in the garden of United Nations Headquarters in New York, with the Secretariat Building in the centre.
(New York, April 2025)
© UN Photo/Loey Felipe



“The United Nations will always stand as a beacon of hope and help as we work with the countries of the world to build trust, spur sustainable development and pursue the peace, prosperity and progress that people everywhere need and deserve.”

António Guterres
Secretary-General

Introduction

In a world marked by turbulence, division and uncertainty, the United Nations is more necessary than ever.

This report offers a clear and grounded account of the work carried out across the Organization, and of the real and often life-saving impact delivered by the women and men who serve under the United Nations flag.

Across continents and crises, United Nations teams have continued to work for peace, advance sustainable development and protect and promote human rights. They have delivered humanitarian aid in the most difficult circumstances. They have brought countries together to seek solutions to shared challenges, from the climate crisis to the uncontrolled expansion of digital technologies. They have worked to uphold international law through the Charter of the United Nations and the International Court of Justice to settle disputes peacefully and uphold international legal obligations.

In the past year, to help relieve multiplying crises, humanitarian assistance and protection reached 98 million people – in Afghanistan, the Sudan, the Syrian Arab Republic, Ukraine, Gaza and beyond – helping to safeguard rights and provide food, water, shelter, healthcare, education and other essential support.

Efforts to strengthen peace continued through 40 special political missions and 11 peacekeeping operations, often in fragile, conflict-affected settings and those impacted by terrorism.

We supported Governments as they climb the development ladder and build inclusive institutions, as well as clinics, schools, infrastructure, and water and sanitation systems, and made sure those investments were disaster-resilient.

To support financing for development, Member States adopted the Sevilla Commitment, which includes global pledges to boost investment, expand debt relief and reform the global financial architecture so that developing countries have a stronger voice and greater participation consistent with today’s economic realities.

We did not relent in climate action and advocacy, urging countries to deepen emissions reductions, end reliance on volatile fossil fuels and accelerate a just transition to renewable energy.

At the same time, important steps were taken to address the opportunities and risks of digital technologies, including artificial intelligence (AI), through the establishment of the Independent International Scientific Panel on AI and the Global Dialogue on AI Governance to support Member States.



A humanitarian worker engages with community members in Masisi territory in North Kivu Province, Democratic Republic of the Congo, following displacement caused by intensified fighting.
(North Kivu; May 2026) © OCHA/Francis Mweze

This report also reflects ongoing efforts to implement the Pact for the Future and translate its commitments into action, from accelerating progress on the Sustainable Development Goals to strengthening prevention and peacebuilding, pushing for disarmament, reviewing peace operations, supporting youth and future generations, measuring progress beyond gross domestic product and reforming institutions for the twenty-first century.

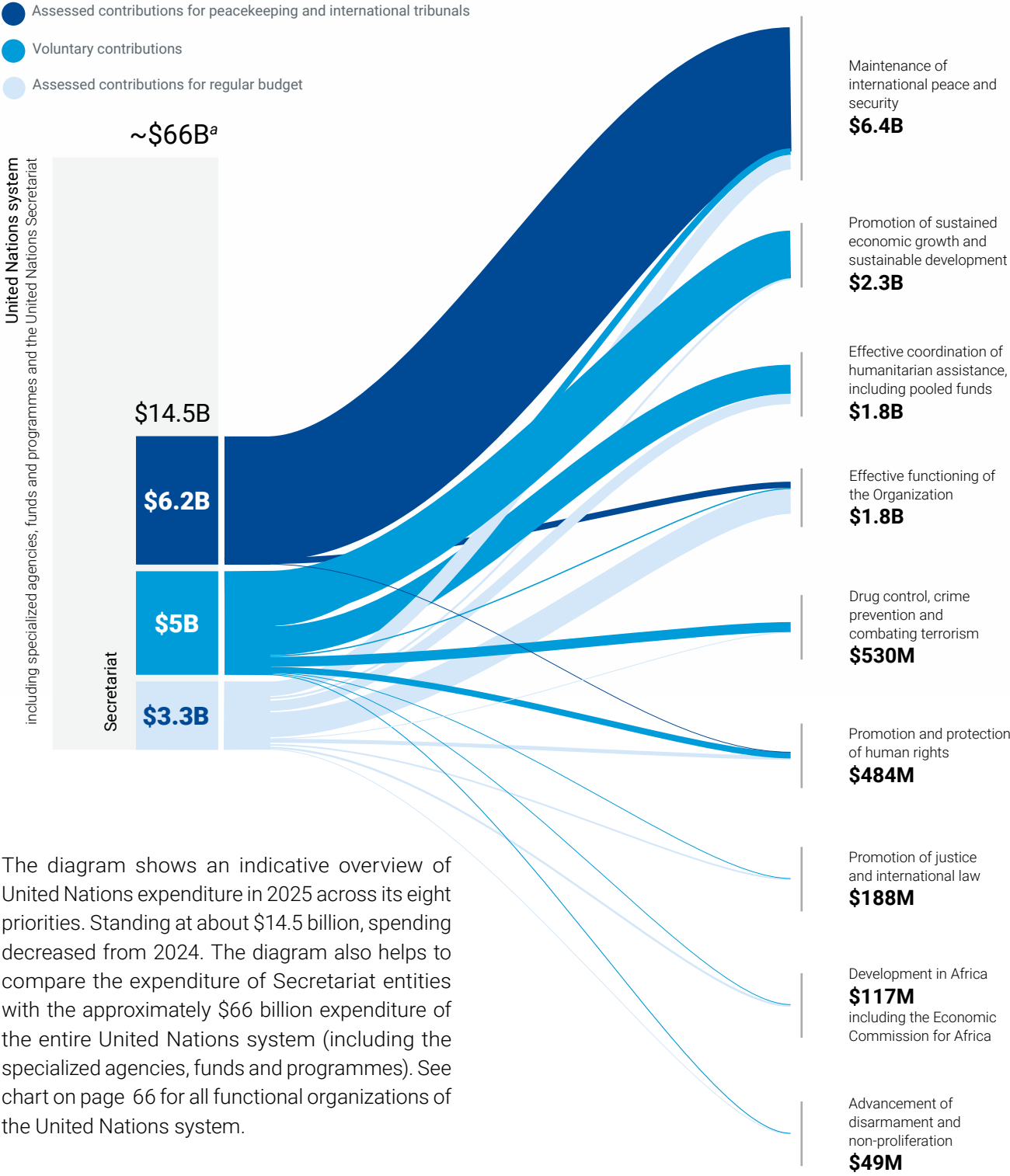
Throughout the year, work continued to strengthen the Organization itself. Building on reforms over the past decade, the UN80 Initiative is helping to make the United Nations more agile, integrated and effective in serving “we the peoples”.

None of this would have been possible without the dedication of United Nations personnel worldwide. This report outlines continued efforts to advance gender parity, strengthen geographical representation, confront racism, support mental health and foster safe and respectful workplaces throughout the system.

I am deeply proud of all that we have achieved over the past decade and all that we represent in a turbulent world.

The United Nations will always stand as a beacon of hope and help as we work with the countries of the world to build trust, spur sustainable development and pursue the peace, prosperity and progress that people everywhere need and deserve.

Expenditures across key priority areas in 2025



The diagram shows an indicative overview of United Nations expenditure in 2025 across its eight priorities. Standing at about \$14.5 billion, spending decreased from 2024. The diagram also helps to compare the expenditure of Secretariat entities with the approximately \$66 billion expenditure of the entire United Nations system (including the specialized agencies, funds and programmes). See chart on page 66 for all functional organizations of the United Nations system.

^aNumber refers to 2024

This diagram is provided for illustrative purposes only. The financial years for the regular budget (2025) and for peacekeeping operations (2024/25) differ. Allocation of resources to priorities is based on the United Nations programme budget. Data for the United Nations system are based on indicative reports to the secretariat of the United Nations System Chief Executives Board for Coordination. For detailed information, please refer to the audited financial statements.



A year of action

Pact for the Future

Adopted at the Summit of the Future in 2024, the Pact for the Future, alongside the Global Digital Compact and the Declaration on Future Generations, represents a collective commitment to renew multilateralism, address emerging challenges and deliver on existing commitments, including the Sustainable Development Goals.

Implementation is well under way, including strengthening digital governance, deepening United Nations engagement with international financial institutions, developing indicators for sustainable development beyond gross domestic product, analysing the impact of rising military expenditure on the Sustainable Development Goals and reviewing the future of United Nations peace operations. At the country level, the United Nations system is working with Governments to anchor implementation of the Pact in national development strategies and efforts to accelerate progress on the Sustainable Development Goals.



UN80 Initiative

Launched as the Secretary-General's push to reform and strengthen the United Nations at its eightieth anniversary, the UN80 Initiative aims to simplify structures, sharpen delivery and improve efficiency, helping to position the United Nations system to better deliver its mandate. Against a projected nearly 25 per cent decline in the United Nations system's overall resource base from 2024 to 2026, the Initiative is driving action to make the United Nations more impactful, reduce duplications and overcome fragmentation.

The Initiative has already begun to deliver concrete results. In the Secretariat, budget proposals were recalibrated to support a more agile, resilient and cost-efficient Organization. The General Assembly adopted a landmark resolution to improve how mandates are created, delivered and reviewed. Across the wider United Nations system, steps are being taken to consolidate structures and expand shared administrative services, helping the United Nations to deliver more coherently and at lower cost. Together, these changes are beginning to translate into practical gains in impact.



The President of the General Assembly, Annalena Baerbock, addresses the General Assembly during the commemoration of the eightieth anniversary of the United Nations.

(New York; September 2025) © UN Photo/Mark Garten

Strengthening digital governance

Two years after its adoption, the Global Digital Compact, the comprehensive global framework for digital cooperation and governance of AI, has become ever more relevant. The United Nations supported Member States in establishing the first ever Independent International Scientific Panel on AI to provide a globally inclusive, authoritative, science-based assessment of the state of AI and its impacts. Under the guidance of the Co-Chairs, El Salvador and Estonia, the United Nations also supported the inaugural Global Dialogue on AI Governance, which brought together Member States, civil society and the private sector to consider the policy and governance implications of this increasingly powerful technology. To help bridge the global AI divide, the United Nations also advanced key elements from the report of the Secretary-General on innovative voluntary financing options for AI capacity-building (A/79/966) in developing countries.

Alongside digital cooperation, the Secretary-General's Scientific Advisory Board published topical briefings on emerging scientific developments such as synthetic biology and quantum computing, as well as AI deception and verification.

The United Nations continued to pursue its own transformation agenda under the UN 2.0 initiative, modernizing skill sets in data, digital transformation, innovation, strategic foresight and behavioural science.



Advancing meaningful youth participation

Young people are increasingly shaping responses to the world's most pressing challenges. In support of these efforts, the United Nations Youth Office strengthened the Organization's capacity to work with and for young people, facilitating increased youth engagement with Member States, United Nations entities and civil society and connecting diverse youth-led organizations.

The Office also facilitated young people's participation in implementing the Pact for the Future and making progress on the youth, peace and security agenda. It developed the Core Principles for Meaningful Youth Participation and engaged more than 75,000 young people globally to identify priorities to shape the future implementation of the World Programme of Action for Youth.





Students attend class in a classroom newly rehabilitated by UN-Habitat in Herat Province, Afghanistan.
(Herat; October 2025)
© UN-Habitat/Shirin Nikzad

Our programmes

- Support for global policymaking organs
- International cooperation for development
- Regional cooperation for development
- Gender equality and the empowerment of women

Our team

- Department of Economic and Social Affairs
- Development Coordination Office
- United Nations Conference on Trade and Development
- Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States
- Regional commissions for Africa, Asia and the Pacific, Europe, Latin America and the Caribbean, and Western Asia
- UN-Women
- UN-Habitat
- United Nations Environment Programme
- Office for Outer Space Affairs

Chapter 1

Promotion of sustained economic growth and sustainable development

With less than five years to 2030, progress towards the Sustainable Development Goals remains uneven and insufficient. Compounding global challenges, including climate change, conflict and economic pressures, continue to impede implementation. While 36 per cent of the targets are on track or making moderate progress, 64 per cent are not, underscoring the need for urgent, scaled-up and coordinated action.

We supported Member States in advancing sustainable development, by securing new political commitments, providing policy guidance and mobilizing partnerships. Our resident coordinators helped maximize the impact of our work on the ground, aligning United Nations country teams behind national needs and building coalitions to unlock private and public capital.

Implementing the 2030 Agenda

At the 2025 high-level political forum on sustainable development, we convened more than 100 high-level government officials and 800 civil society representatives to assess progress towards sustainable development.

We facilitated the adoption of the Geneva Consensus for a just and sustainable economic order, reaffirming the importance of a rules-based trading system.

We helped more than 1,500 local stakeholders participate in global policy processes, unlocking new funding for local financing mechanisms in eight countries. For example, in Cabo Verde, this resulted in increased funding to a more sustainable circular economy.



UN80 Initiative

Explore how we are connecting data, knowledge and expertise for sustainable development

Moving beyond GDP to measure what matters

We established the High-level Expert Group on Beyond GDP, in line with the Pact for the Future. The Group presented its final report to the General Assembly, identifying indicators of well-being based on broad stakeholder engagement. These measures are expected to be integrated into national statistical systems and inform policymaking.

Global momentum for sustainable cities and communities

Progress towards the 2026 midterm review of the New Urban Agenda gained momentum, engaging 25 United Nations entities, more than 220 partners and over 1,300 participants from 115 countries. The number of expected national progress reports rose to 69, up from 40 previously. Our policy dialogues and learning series further strengthened national capacities for integrated policy and multi-stakeholder cooperation on sustainable urban development.

Scaling up financing for development

At the Fourth International Conference on Financing for Development, we helped bring together over 15,000 participants and secure the adoption of the Sevilla Commitment. This resulted in new commitments to close the \$4 trillion annual Sustainable Development Goal financing gap, tackle debt vulnerabilities and advance the reform of the international financial architecture. We also launched an initiative to scale up local financing efforts, all in line with the Pact for the Future.

With a reconfigured International Business Forum, the Conference also marked a milestone in bringing together global business leaders to mobilize private capital, deepen private sector engagement and expand risk-sharing.

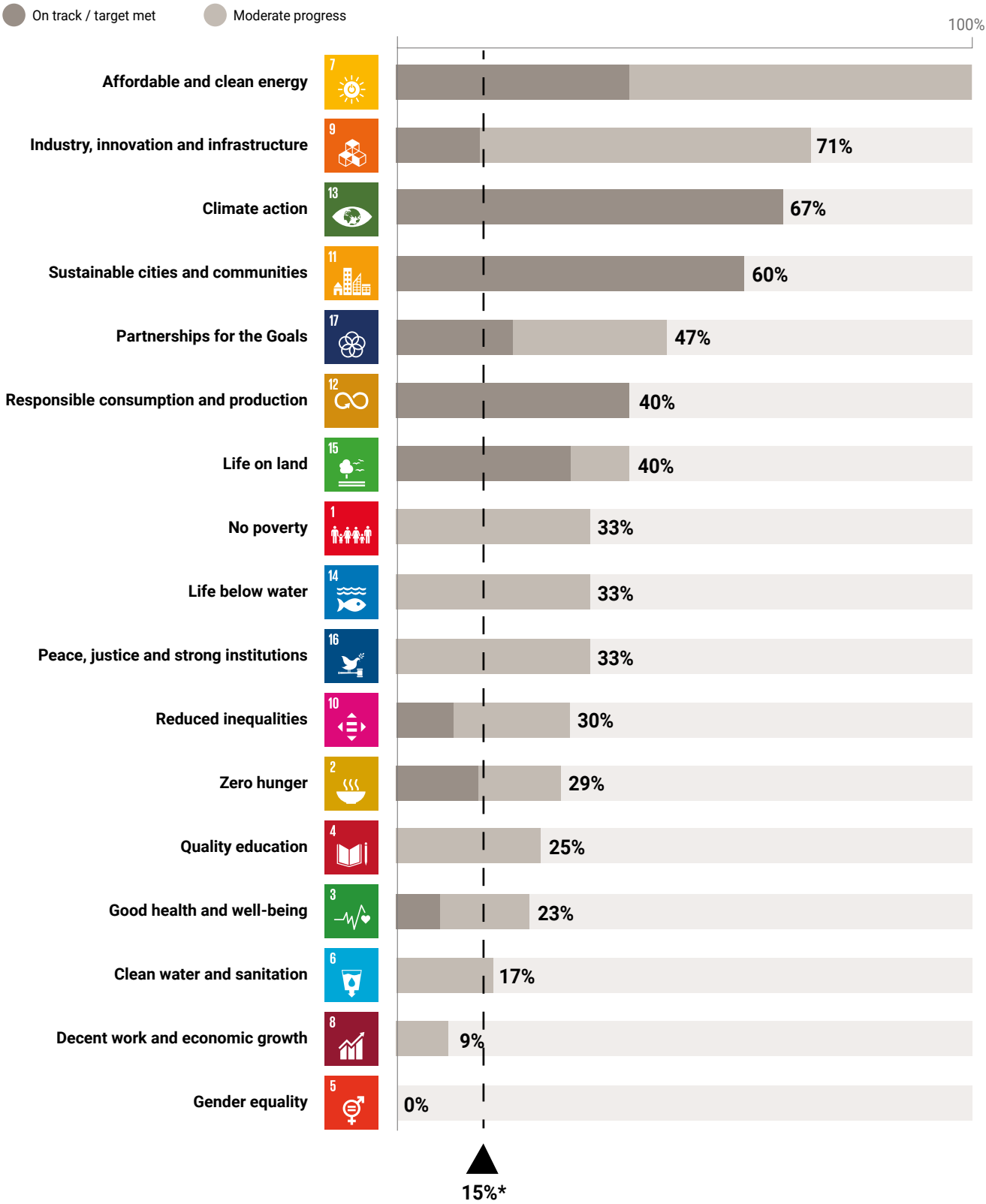
Leaving no one behind

As a key milestone in 2025, we convened over 14,000 stakeholders from 175 countries at the Second World Summit for Social Development to adopt the Doha Political Declaration, reaffirming global commitments to inclusive and equitable societies. We helped launch the Doha Solutions Platform for Social Development, which showcased over 100 initiatives to accelerate progress and support peer learning. Our *World Social Report 2025* shaped the Summit outcomes, highlighting how economic insecurity, inequality and declining trust erode social cohesion.

To ensure that vulnerable populations are not left behind, we worked with Member States on key policy agendas. Countries made progress on the Doha Programme of Action for the Least Developed Countries, including a renewed focus on multi-hazard early warning systems. At the United Nations Food Systems Summit Stocktaking Moment, 3,500 participants from 148 countries reaffirmed the need for action on global food security and emphasized partnerships with the private sector to scale solutions. Member States also adopted new plans to support small island and landlocked developing countries, with a focus on trade, infrastructure and climate resilience. A new \$200 million impact bond will help at least 30 of these countries improve vital climate data. We also provided policy recommendations to help Member States solve the global housing crisis and assisted 15 countries with advice on upgrading informal settlements and slums.

2030 Agenda for Sustainable Development: an overview of progress

Percentage of targets with sufficient trend data that are on track or have been met, or are showing moderate progress



* Of the 139 targets with sufficient trend data, only 15 per cent display progress towards achievement by 2030.

Our support for
climate resilience

36

countries supported in the detection of methane leaks, leading to repairs preventing 1,200 tons of emissions per day

2.3M

people expected to benefit from community-led conservation and restoration projects

\$170M

mobilized to help countries strengthen early warning systems

170,000

square kilometres of land and marine areas under improved management across 148 countries

Climate action

We launched the *Emissions Gap Report 2025*, which showed that nationally determined contributions fell short of the 1.5°C goal, to call for faster, larger-scale action. At the same time, we supported developing countries in strengthening their climate plans to build more stable and sustainable economies, helping to drive reporting by more than 100 countries on 5,000 climate policies under the Paris Agreement.

Across the globe, we helped countries build resilience through sustainable resource management and innovation. During the most recent reporting cycle, we supported 48 countries in submitting national reports of progress in implementing the United Nations Strategic Plan for Forests 2017–2030, while experts from 20 Asia-Pacific countries received training on forest management. We also supported resource-rich developing countries in aligning mineral resource and energy transition opportunities with inclusive development. We helped a first cohort of countries in creating digital twins for cities, which use satellite information and AI to virtually simulate sea-level rise and flooding, so leaders can make better decisions and improve early warning systems.

The United Nations Conference to Support the Implementation of Sustainable Development Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development helped advance ratification of the Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction. The Conference, attended by more than 15,000 participants, also mobilized 800 voluntary commitments and saw Member States adopt a political declaration to scale up ocean investment.



The Secretary-General’s initiatives to accelerate climate action and resilience



Call to action on methane. Cutting methane to keep 1.5 degrees Celsius in reach.



Early warnings for all. Life-saving early warning systems for everyone by 2027.



Sea-level rise. A global SOS on rising sea levels.



Critical energy transition minerals. Building just and equitable mineral value chains.



Credibility standard for net zero. Turning pledges into credible, accountable plans.



Call to action on extreme heat. Protecting vulnerable people and workers from deadly heat.



Community members plant trees in a youth-led, United Nations-supported initiative in Myanmar to protect ancestral lands and strengthen climate resilience. (Shan State; June 2025) © UNICEF/Maung Nyan

Gender equality

We worked to advance gender equality by helping to make women’s leadership, safety and participation more central to public policymaking. Our support contributed to the adoption or amendment of gender quotas in political forums in Albania, Kyrgyzstan and Zambia, while capacity-building programmes reached more than 3,000 women leaders and candidates. We also supported over 70 initiatives to address violence against women in politics through legislative reform, monitoring, police training and electoral protocols. In crisis settings, a Women Advisory Group was established in the Sudan, building on experience in Afghanistan and the Syrian Arab Republic, to ensure women’s participation in humanitarian coordination and programming.

We helped strengthen the systems needed to turn commitments into lasting change. We advanced gender-responsive care systems across six regions, including support to 18 countries in Latin America and the Caribbean to expand services and strengthen policies. We also invested in gender data systems and national capacity in more than 70 countries, helping to raise the availability of data for gender-related Sustainable Development Goal indicators to 63 per cent by 2025, up from 26 per cent in 2016.

Our support to
women in leadership

3,000

women leaders and candidates were supported through capacity-building programmes

73

initiatives to address violence against women in politics



Workers clear debris in a market in Aleppo, Syrian Arab Republic, through a United Nations-supported debris removal and recycling project.
(Aleppo; December 2025) © UNDP/Adeeb Alsayed

Resident coordinator system in focus

93%
of host Governments report stronger capacity of resident coordinators to ensure coherence of United Nations country teams

86%
of host Governments report effective leadership in advancing national priorities

59%
of resident coordinators are from programme countries

53%
of resident coordinators are women

Regional support

The five regional commissions helped advance the 2030 Agenda by promoting tailored regional solutions, facilitating peer learning, fostering consensus and mobilizing partnerships. They convened forums on sustainable development, where Member States prioritized actions to close financing gaps, strengthen Sustainable Development Goal data and promote gender equality and reforms in climate resilience, energy and social protection. In Africa, the regional commission also stepped up its support for the implementation of the landmark African Continental Free Trade Area Agreement.

Across regions, the regional commissions delivered practical tools for policymaking: an ageing policies database tracking more than 1,100 policies across Europe, North America and Central Asia; an online platform using national survey data to identify policy solutions for groups left furthest behind in Asia and the Pacific; an AI-powered debt optimization platform in Western Asia; and an updated census platform enabling microanalysis of 250 million dwellings in Latin America and the Caribbean.

Resident coordinator system

As United Nations organizations adapt to evolving demands and a tightening resource environment, the resident coordinator system ensured continuous leadership for United Nations country teams delivering over \$45 billion in support in more than 160 countries and territories.

The impact was significant: 86 per cent of host Governments reported effective strategic leadership in advancing national priorities and 93 per cent reported stronger capacity of resident coordinators to ensure coherence across country teams than before the United Nations development system reform in 2019. Our country teams helped drive collective progress, for example on countering online misinformation in Costa Rica, climate resilience in Georgia, the United Nations transition in Iraq, health financing reform in Sierra Leone and action against gender-based violence in Viet Nam.



United Nations peacekeepers
distribute school supplies at
a school in Gobongo, Bangui,
Central African Republic.
(Bangui; February 2026)
© MINUSCA/Leonel Grothe

Our programmes

- Prevention, management and resolution of conflicts
- Rule of law and security institutions
- Peacebuilding support
- Electoral assistance
- Policy, evaluation and training
- Protection of civilians

Our team

- Department of Political and Peacebuilding Affairs
- Department of Peace Operations
- Peacekeeping missions, special political missions and support offices
- Special Representatives on Violence against Children, Children and Armed Conflict, and Sexual Violence in Conflict
- Special Adviser on the Prevention of Genocide

Chapter 2

Maintenance of international peace and security

International peace and security deteriorated in 2025, with conflicts persisting in many regions and with growing disregard for the Charter of the United Nations and international law. Inter-State wars have re-emerged, conflicts have become more regionalized, and geopolitical divisions are constraining pathways to peace. Civilians are disproportionately affected.

We supported Member States in prevention, mediation, peacekeeping and peacebuilding, advancing political processes and peaceful transitions, including through 40 special political missions and 11 peacekeeping operations.

Prevention, management and resolution of conflicts

We facilitated intergovernmental deliberation on peace and security, including through the Security Council and the General Assembly, supporting over 500 formal and informal meetings and contributing to the adoption of over 50 Council resolutions and eight statements by the President of the Council, with a focus on the situation in the Middle East.



UN80 Initiative

Explore how we are adapting United Nations peace operations for greater impact

Our peacekeeping work

52,000

total uniformed peacekeepers and civilian personnel

114

troop- and police-contributing countries

Our mediation efforts

155

mediation support assignments on process design, constitutional issues, security arrangements, gender and inclusion, and natural resources

27

country settings across five regions

Across countries and regions, we helped advance political dialogue and reduce tensions.

In the Sudan, we convened the Sudan Consultative Group to enhance the coordination of mediation initiatives and worked with multilateral partners to support a civilian dialogue in advance of a future political process.

In Haiti, we worked with national and regional partners to promote inclusive transitional arrangements. With the transition from the Multinational Security Support Mission to the Gang Suppression Force, and pursuant to Security Council resolution 2793 (2025), we established the United Nations Support Office in Haiti to improve operational support to the Gang Suppression Force, the United Nations Integrated Office in Haiti, and the Haitian National Police and other entities.

In the Central African Republic, we supported the peace process, contributing to improved security and peaceful nationwide elections. We also facilitated cross-border community dialogue between Central African and Sudanese communities, helping to mitigate regional tensions.

In South Sudan, we helped strengthen the protection of civilians through a combination of protective presence in high-risk areas, community-based dialogues and programmes to enhance institutional capacity for early warning and rapid response.

In the Democratic Republic of the Congo, amid renewed fighting in the east and its heavy toll on civilians, we protected vulnerable civilians, including through daily patrols, early warning systems and community engagement, while supporting political processes to help advance a peaceful resolution to the conflict.

In Libya, we put forward a political road map towards elections and launched a dialogue with broad Libyan participation to help unify institutions, strengthen governance and accountability, and create conditions for national elections. We also supported municipal elections nationwide to help sustain electoral readiness and public confidence in the process.

In Cyprus, sustained engagement by the Secretary-General generated renewed momentum, resulting in agreement on 10 trust-building initiatives and helping to preserve space for political and intercommunity dialogue.



Women leaders participate in a meeting of the National Women for Peace Forum, as part of a United Nations-supported initiative to strengthen women’s sociopolitical participation.
(Huehuetenango; February 2025)
© UN-Women/Alejandra Chicas

Women and peace and security

We promoted women’s equal and meaningful participation in peace and political processes at every level. At the biannual Abyei migration conference, for example, our advocacy and support helped increase women’s attendance from 19 per cent in 2023 to 41 per cent – promoting women’s role in local decision-making. In Afghanistan, as restrictions on women’s rights intensified, we engaged with the de facto authorities and other stakeholders to advocate for the protection of women’s rights and their full participation in political and public life. We also supported the East African Community in advancing the women and peace and security agenda, including the adoption of a draft strategy and action plan, alongside steps to advance its implementation.

Towards gender parity

35%

women among heads and deputy heads of missions, up from 24% in 2015

23%

women among military observers and staff officers, up from 18% in 2020



The Mine Action Programme of the United Nations Support Mission in Libya and the Libyan Mine Action Centre jointly conduct quality assurance procedures on the safe demolition of explosive remnants of war in the Kararim area. (Misratah; October 2025) © UNMAS/Libyan Peace Organization

Violence against children, children in armed conflict, sexual violence in conflict and the prevention of genocide

We verified over 38,500 grave violations affecting more than 24,000 children, with killing and maiming, denial of humanitarian access and recruitment and use of children in armed conflict the most prevalent violations. We also provided support, including protection, family tracing, reunification and reintegration, to over 13,000 children who were able to exit armed forces or groups. Conflict-related sexual violence, used as a tactic of war and terrorism, rose sharply across 21 conflict settings. Amid continued access and funding constraints, we persisted in engaging parties to secure concrete prevention measures in line with international law. We continued to provide early warning on atrocity crimes and informed diplomatic efforts to address such risks through recommendations on ceasefire arrangements, humanitarian corridors and risk mitigation measures.

Our mine action work

69,000

explosive hazards destroyed across 19 countries and territories

Rule of law and security institutions

Our support to the rule of law, policing, mine action, justice and corrections delivered tangible results across multiple contexts. In the Central African Republic, the Democratic Republic of the Congo and South Sudan, we contributed to more than 3,750 nationally led investigations, prosecutions and convictions of conflict-related crimes. In the first two countries, our work on disarmament, demobilization and reintegration supported over 31,000 beneficiaries, while our security sector reform initiatives strengthened institutions in over 10 countries. In the Sudan, our Mine Action Service reached 2.6 million people with risk education and cleared 1,000 landmines and unexploded ordnance. In Gaza, we educated 300,000 people on explosive ordnance risks and ensured the safety of 545 inter-agency humanitarian missions, facilitating the delivery of life-saving assistance.



A wide view of the Security Council meeting on children, technology and education in conflict. (New York; March 2026) © UN Photo/Manuel Elias

Peacebuilding support

The 2025 peacebuilding architecture review culminated in the adoption of twin resolutions by the General Assembly and the Security Council. It aims to enhance the impact of our work, including through better support to nationally led prevention efforts in line with the Pact for the Future. With our support, the Peacebuilding Commission advised the Security Council on priority areas, including supporting the first local elections in the Central African Republic in over three decades.

The Peacebuilding Fund approved over \$124 million across 28 countries, with 35 per cent directed to mission transition contexts and 38 per cent advancing gender equality and women’s empowerment. Supported projects included initiatives to counter hate speech in Bosnia and Herzegovina, prevent and mediate land-related conflicts in the Democratic Republic of the Congo, enhance community resilience through women- and youth-led peacebuilding in Libya and strengthen social cohesion around shared water resources in Central America.

Peacebuilding Fund at a glance

\$132M

in donor commitments
from 29 countries

48

ongoing projects across
28 countries, with nearly
one third supporting transitions



A member of an all-women United Nations peacekeeping team engages with local women in Baidit, South Sudan, to discuss community needs and protection concerns.
(Baidit; May 2025) © UNMISS

Electoral assistance

We helped deliver credible, peaceful and inclusive elections worldwide, supporting over 50 Member States, including Ecuador, Iraq, Libya and Vanuatu, in strengthening electoral processes, capacities and confidence among stakeholders. We provided technical assistance and advice to electoral authorities and supported the inclusion of women, youth and persons with disabilities.

Our electoral assistance

50

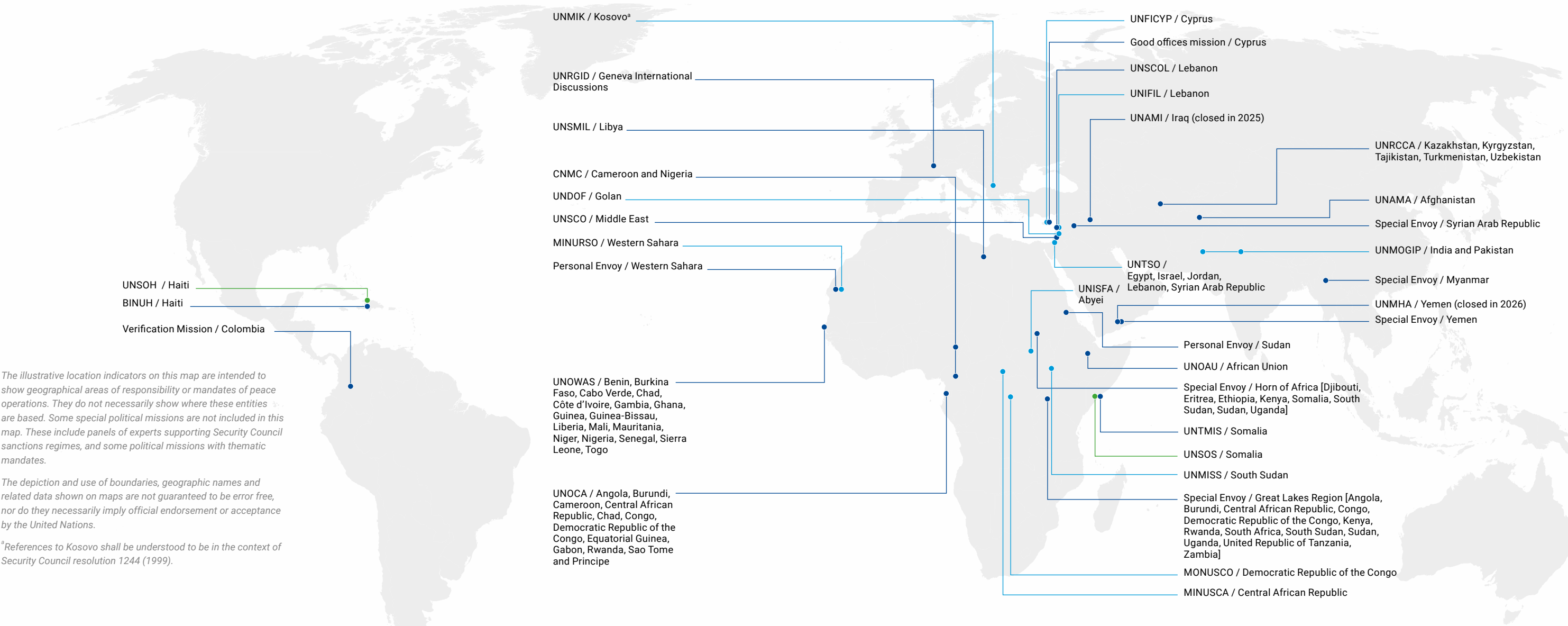
Member States and territories
assisted

21

elections and referendums
supported

Peacekeeping operations, special political missions and support offices

● Peacekeeping mission ● Special political mission ● Support office



The illustrative location indicators on this map are intended to show geographical areas of responsibility or mandates of peace operations. They do not necessarily show where these entities are based. Some special political missions are not included in this map. These include panels of experts supporting Security Council sanctions regimes, and some political missions with thematic mandates.

The depiction and use of boundaries, geographic names and related data shown on maps are not guaranteed to be error free, nor do they necessarily imply official endorsement or acceptance by the United Nations.

^aReferences to Kosovo shall be understood to be in the context of Security Council resolution 1244 (1999).

Acronyms

BINUH	United Nations Integrated Office in Haiti	UNDOF	United Nations Disengagement Observer Force	UNOCA	United Nations Regional Office for Central Africa	UNSOS	United Nations Support Office in Somalia
CNMC	United Nations support team to the Cameroon-Nigeria Mixed Commission	UNFICYP	United Nations Peacekeeping Force in Cyprus	UNOWAS	United Nations Office for West Africa and the Sahel	UNTMIS	United Nations Transitional Assistance Mission in Somalia
MINURSO	United Nations Mission for the Referendum in Western Sahara	UNIFIL	United Nations Interim Force in Lebanon	UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia	UNTSO	United Nations Truce Supervision Organization
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic	UNISFA	United Nations Interim Security Force for Abyei	UNRGID	United Nations Representative to the Geneva International Discussions		
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo	UNMHA	United Nations Mission to Support the Hudaydah Agreement (closed in 2026)	UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process		
UNAMA	United Nations Assistance Mission in Afghanistan	UNMIK	United Nations Interim Administration Mission in Kosovo ^a	UNSCOL	Office of the United Nations Special Coordinator for Lebanon		
UNAMI	United Nations Assistance Mission for Iraq (closed in 2025)	UNMISS	United Nations Mission in South Sudan	UNSMIL	United Nations Support Mission in Libya		
		UNMOGIP	United Nations Military Observer Group in India and Pakistan	UNSOH	United Nations Support Office in Haiti		
		UNOAU	United Nations Office to the African Union				



Workers review inventory in an avocado-processing facility in Ethiopia, where the United Nations supports agro-industrial parks. (Yirgalem; November 2025)
© UNIDO Ethiopia

Our programmes

- Coordination of global advocacy and support for African Union development initiatives
- Regional coordination of our support for the 2030 Agenda and Agenda 2063: The Africa We Want
- Data and knowledge management in support of Agenda 2063
- Public information and awareness activities

Our team

- Office of the Special Adviser on Africa

Chapter 3

Development in Africa

In 2025, progress towards sustainable development in Africa remained under significant strain, as fiscal constraints, high debt burdens and limited access to affordable financing reduced investment, while conflict, fragility and climate shocks continued to affect implementation across the continent.

We intensified our support for the implementation of the 2030 Agenda and the African Union's Agenda 2063, including efforts to strengthen institutional frameworks and mobilize the estimated \$3.3 trillion required over the next decade to achieve the latter.

Collaboration with the African Union

Through the African Union-United Nations high-level strategic dialogue on sustainable development, we strengthened coordination of our support for the implementation plan for Agenda 2063. We aligned contributions with African Union priorities, emphasizing youth and women's empowerment as drivers of inclusive growth.

Transformation of financing

Guided by the 2030 Agenda, and empowered by the Pact for the Future, we worked with African partners to transform approaches to development financing. We convened the African High-level Working Group on the Global Financial Architecture to help shape a unified stance on debt reform. We supported the establishment of the Africa Credit Rating Agency and stronger capital market frameworks for Africa. With our support, the African Union adopted a new domestic resource mobilization strategy and advanced a unified African position at the Fourth International Conference on Financing for Development.



Our presence in Africa

11,200
United Nations Secretariat staff
are from Africa (34 per cent)

\$7.6B
of United Nations Secretariat
spending was delivered in
Africa (46 per cent)

Regional integration

We supported eight additional countries in developing national implementation strategies for the African Continental Free Trade Area, bringing the total number of supported Member States to 45. We also ran trade diagnostics for four countries and helped harmonize policies for more seamless trade in East Africa.

Digital transformation

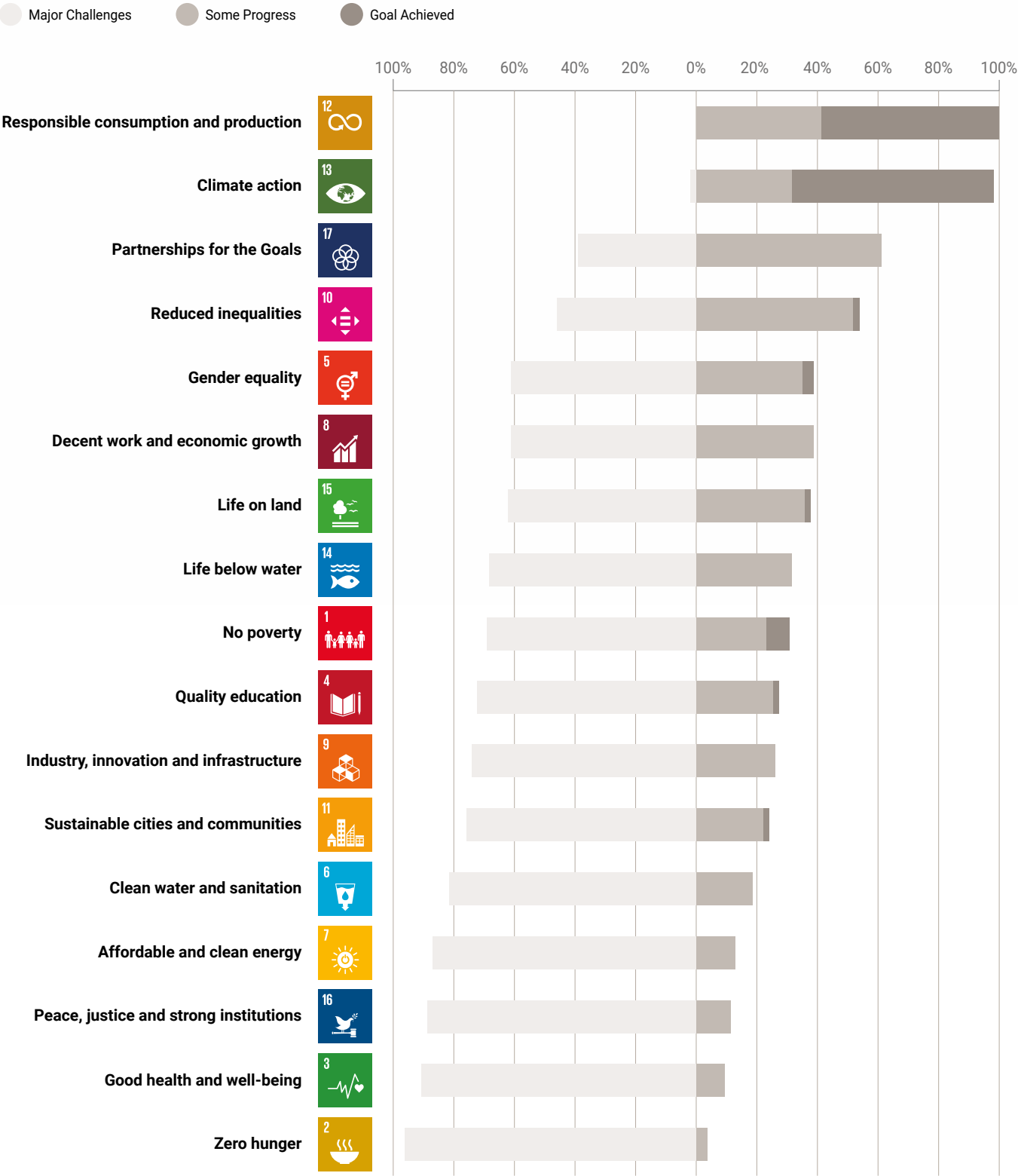
We supported digital governance frameworks, including new data strategies in Burundi, the Democratic Republic of the Congo and Mozambique. We advocated for stronger digital public infrastructure, including interoperable systems for digital identities and payments data, based on the African Digital Compact and the Global Digital Compact.

Climate resilience

We advanced efforts to operationalize carbon registries in African island States and the Sahel and identified new areas for joint action on climate finance. Our analysis of Africa’s emissions profile and energy use informed policies to expand energy access and clean solutions across the region.

2030 Agenda for Sustainable Development: status in 54 African countries

Percentage of countries with sufficient data making progress (right) or facing major challenges (left) for each Sustainable Development Goal





A member of the United Nations protection cluster is greeted by a local resident who runs a shelter in Gaza.
(Khan Younis; September 2024)
© OHCHR/Olga Cherevko

Our programmes

- Supporting human rights treaty bodies
- Supporting the Human Rights Council, its subsidiary bodies and mechanisms
- Advisory services, technical cooperation and field activities
- Human rights mainstreaming, the right to development, and research and analysis

Our team

- Office of the United Nations High Commissioner for Human Rights

Chapter 4

Promotion and protection of human rights

Human rights remained central to the work of the United Nations system as growing conflicts, inequalities and attacks on civic space placed fundamental freedoms under increasing threat.

With human rights as the foundation of the Charter of the United Nations, the 2030 Agenda and the Pact for the Future, we strengthened our human rights monitoring, reporting, accountability, promotion and assistance work across the globe, reinforced by the Secretary-General’s call to action for human rights.

International human rights mechanisms

We supported 12 Human Rights Council-mandated investigations, 172 treaty body experts and 59 special procedures mandates worldwide. Findings from Human Rights Council-mandated commissions of inquiry in complex settings, such as the Syrian Arab Republic, Ukraine and the Occupied Palestinian Territory, carried evidentiary weight in accountability processes, including proceedings before international courts and criminal investigations. Our engagement also contributed to 11 additional ratifications of and accessions to core human rights treaties.



UN80 Initiative

Explore how we are amplifying human rights work across the United Nations system



A woman with a vision impairment receives documents in Braille during a workshop on gender equality and the rights of women living with disabilities in Kinshasa. (Kinshasa; March 2026)
© MONUSCO/Jean-Claude Wenga

Our human rights action

5,200

monitoring missions undertaken

515

human rights staff across United Nations peace missions

26

human rights advisers deployed to United Nations country teams

Accountability and the rule of law

Across more than 100 countries, we organized over 5,000 monitoring missions and observed over 1,300 trials, documenting violations and abuses of human rights, including instances of discrimination. We directly assisted 66,500 survivors of torture and contemporary forms of slavery and their families in gaining access to effective remedies, to reparations and to justice and protection.

Non-discrimination and equality

We helped to strengthen anti-discrimination laws across regions. Our targeted engagement empowered Indigenous and Quilombola advocacy for land rights protection in Brazil and helped expand access to land and justice in Honduras and Suriname.

Participation and civic space

Working with governments and civil society, we strengthened protections for civic space. In Guatemala, for example, we helped shape a new national policy for the protection of human rights defenders. We laid the groundwork for a new Global Alliance for Human Rights launching in 2026, to unite stakeholders around renewed action, accountability and trust.

Human rights mainstreaming in development

We worked with more than 35 Governments to integrate human rights standards into economic and fiscal policy. In Kenya, for example, our support helped improve access to social services in vulnerable communities. We also advanced guidance on States’ obligations to design equitable tax systems that reduce inequalities.

Human rights support in peace and security

Our independently verified reporting shaped the understanding of and responses to conflict worldwide, informing intergovernmental deliberations, accountability mechanisms and international courts.

Our support to Member States

35

voluntary national review processes supported

11

additional human rights treaty ratifications or accessions in 2025

Our support to survivors of torture and slavery

56,000

survivors of torture and their families in 93 countries received direct support

10,500

survivors of contemporary forms of slavery and their families in 33 countries received direct support

Advancing human rights through innovation

At the eightieth session of the General Assembly, we launched the world’s first dedicated human rights data platform. Responsibly leveraging AI and other digital tools, the new Human Rights Data Exchange (HRDx) provides insights to empower decision makers and support earlier warning, prevention and action for human rights.



Sudanese women and children
gather at a humanitarian distribution
site near a displacement camp in
Tawila, North Darfur.
(Tawila; April 2026)
© OCHA/Giles Clarke

Our programmes

- Coordination of humanitarian action and emergency response
- Emergency support services
- Humanitarian emergency information and advocacy
- Disaster risk reduction
- Policy and analysis

Our team

- Office for the Coordination of Humanitarian Affairs
- United Nations Office for Disaster Risk Reduction

Chapter 5

Effective coordination of humanitarian assistance

Humanitarian needs reached unprecedented levels as conflict and climate-related disasters deepened vulnerabilities worldwide, while operations faced severe funding constraints and rising insecurity on the ground. Of the \$45 billion required to assist 185 million people, donors provided \$16 billion, or 35 per cent – the lowest coverage of funding requirements recorded. Aid workers also came under increasing attack, with 329 killed, nearly all local colleagues.

In response to these growing challenges, the United Nations accelerated reforms and innovation in humanitarian coordination and delivery, prioritizing the most urgent needs, expanding anticipatory action, strengthening resilience and reinforcing the protection of responders.

Coordination and response

In support of humanitarian partners worldwide, we coordinated assistance and protection, including responses to famine and other crisis situations, reaching over 98 million people. In the Sudan, 21 million people received assistance, including food, protection, healthcare, nutrition, and water and sanitation. In Afghanistan, similar services reached 20 million people, particularly women and girls. In the Syrian Arab Republic, a new unified coordination structure helped reach 3.4 million people monthly, a 25 per cent increase from 2024. In Gaza, delivery of humanitarian assistance scaled up after the October ceasefire. In November 2025, daily cooked meals reached 1.6 million people, and 320,000 pregnant and breastfeeding women and children under 5 received nutrition support.



UN80 Initiative

Explore how the new humanitarian compact delivers better for the most vulnerable



Families carrying belongings along the coastal road towards northern Gaza.
(Northern Gaza; October 2025)
© UNICEF/Mohammed Nateel

Humanitarian reset

We launched a system-wide humanitarian reset based on defining, devolving, delivering and defending our work. In other words, we are working to deliver faster, fairer and more accountable humanitarian action, prioritizing those in greatest need, enabling more agile delivery, strengthening country-level leadership and deepening engagement with affected communities and local organizations while reinforcing humanitarian principles and protecting civilians, humanitarian workers and the humanitarian space. As part of the UN80 Initiative, our humanitarian organizations are also working to integrate their supply chains, back offices, and data and analytics to enable faster, leaner and more accountable support.

Funding

Our humanitarian pooled funds disbursed \$1.5 billion across 38 countries and territories. Country-based funds allocated 55 per cent of funding to national and local organizations, including 17 per cent to local women’s organizations.

Humanitarian funding reduction

\$9B
decrease in overall humanitarian funding

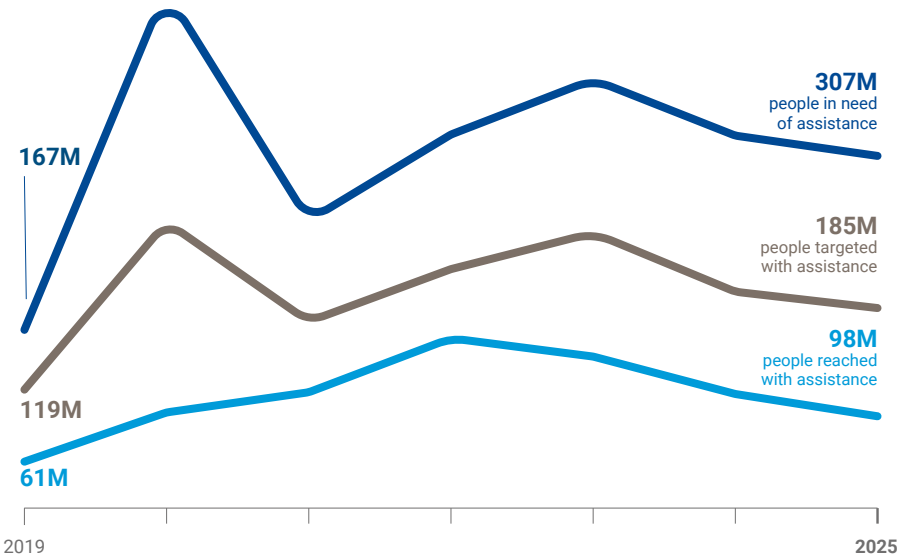
Our humanitarian support

\$16B
mobilized of \$45B required in humanitarian assistance

185M
people targeted for assistance out of 307M in need

98M
people reached with assistance

Global humanitarian needs and response





Residents from neighbourhoods near the front line speak with United Nations humanitarian leaders at the Antonivka Humanitarian Hub in Kherson, Ukraine.
(Kherson; February 2026)
© OCHA/Viktoriia Andriievska

Our support to disaster risk reduction

663M

people living in cities engaged through the Making Cities Resilient 2030 initiative

77

countries supported to develop or enhance their early warning systems

Anticipatory action

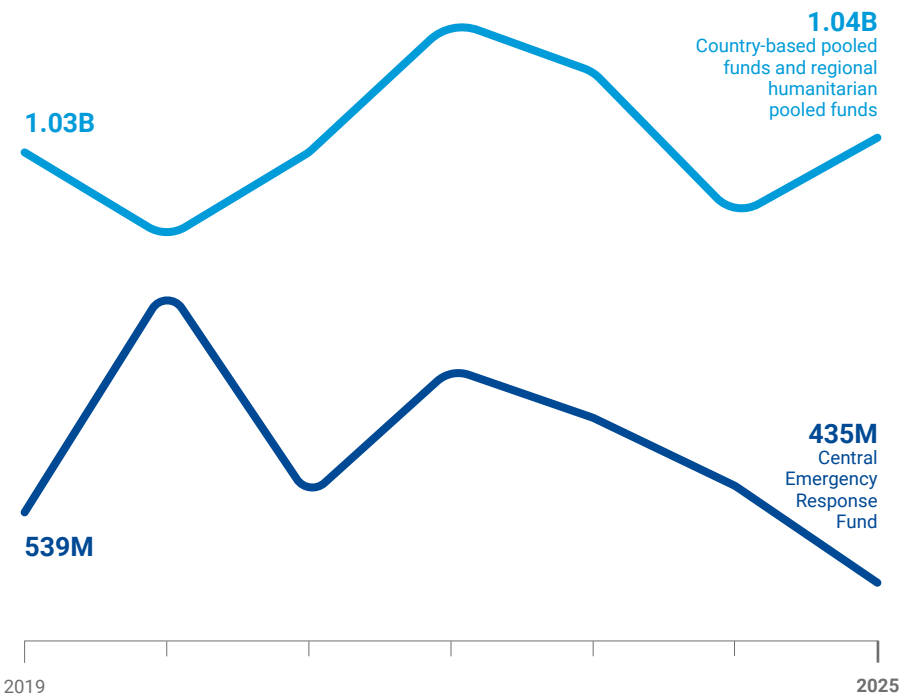
Delivering on the Pact for the Future, we expanded anticipatory financing facilities for extreme weather events and disease outbreaks, covering 21 countries with up to \$160 million in pre-arranged resources. Nine anticipatory frameworks were activated, releasing \$51 million and helping more than 2.5 million people. In the Philippines, funding was released rapidly ahead of Super Typhoon Fung-wong, enabling assistance to 400,000 people at high risk. A dedicated climate action account also provided \$9.5 million across eight countries to scale up anticipatory and climate risk action.

Risk reduction

We supported over 90 countries in reducing disaster risks. In Guatemala, we supported risk-informed public finance initiatives that helped more than double the national disaster risk reduction budget compared to 2024. In Jamaica, early warnings ahead of Hurricane Melissa enabled evacuations and shelter activation, reflecting our sustained investment in national and local preparedness and early warning systems.

United Nations humanitarian pooled funding

Allocations in United States dollars

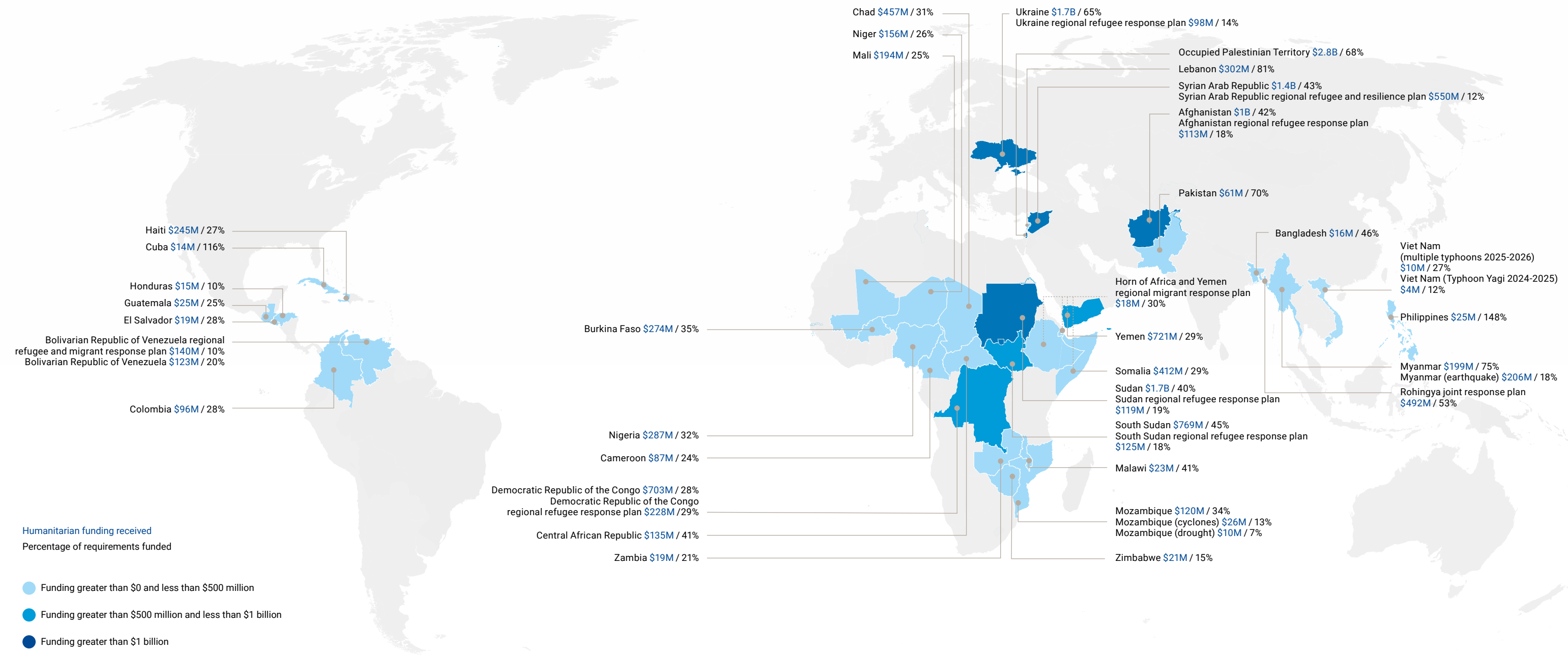


Strengthening protection for affected populations and responders

Member States agreed to launch negotiations on a legally binding instrument for the protection of persons in the event of disasters, marking a shift from voluntary guidance towards binding international standards. In parallel, over 110 Member States adopted the Declaration for the Protection of Humanitarian Personnel, setting out concrete measures to protect aid workers, ensure safe and unhindered access and strengthen accountability for attacks against them, in line with Security Council resolution 2730 (2024) and Pact for the Future commitments.

Funding for humanitarian assistance

46 response plans and appeals covering 73 countries and territories



Data as at 3 July 2026.

The depiction and use of boundaries and related data shown on maps are not guaranteed to be error free, nor do they necessarily imply official endorsement or acceptance by the United Nations.



A view of the sculpture by Danish artist Henrik Starcke in the Trusteeship Council Chamber at United Nations Headquarters.
(New York; May 2025)
© UN Photo/Loey Felipe

Our programmes

- Legal services for the United Nations system as a whole
- Legal services for United Nations organs and programmes
- Extraordinary international accountability mechanisms
- Custody, registration and publication of treaties
- Development and codification of international law
- Law of the sea and ocean affairs
- International trade law

Our team

- Office of Legal Affairs

Chapter 6

Promotion of justice and international law

Violations of international law are unfolding before our eyes, and this erosion is not happening at the margins of the international system. It is happening at the core – including States entrusted with unique responsibilities for the maintenance of international peace and security. It is precisely because the international system is under such strain that adherence to international law matters more than ever.

The purposes and principles of the United Nations, as enshrined in its Charter, reflect the importance of international law as a cornerstone of the Organization's work and the basis upon which international cooperation is built.

Development and codification of international law

We assisted in the development of international law as a foundation for countries to solve international problems and achieve their shared goals through cooperation, including by means of treaties and international agreements. These agreements relate to a range of economic, social, cultural and humanitarian matters, such as human rights, the environment, communications, penal matters, international trade and law of the sea. The number of multilateral treaties deposited with the Secretary-General has increased yearly and reached 654 in 2025. The Agreement under the United Nations Convention on the Law of the Sea on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction entered into force in January 2026. This marks a historic achievement for international cooperation and multilateralism.



A humpback whale in the Pacific Ocean is shown with marine debris entangled around its tail. Featured at the United Nations exhibit for World Oceans Day, the image highlights the need to protect ocean life, as the Agreement on Marine Biological Diversity of Areas beyond National Jurisdiction enters into force. (Mexico; February 2023) © Álvaro Herrero

654

multilateral treaties deposited with the Secretary-General

Promotion of international law

We promoted international law through capacity-building activities, including, in particular, the Programme of Assistance in the Teaching, Study, Dissemination and Wider Appreciation of International Law, as well as other workshops and special initiatives in areas such as treaty law and practice, law of the sea and international trade law.

Legal services to the United Nations

We provided legal advice to the Organization on the international legal framework and the internal institutional and administrative framework, particularly in the context of internal reform, including the Secretary-General's UN80 Initiative, to ensure that activities are in line with these frameworks.



A fellow of the Fellowship Training Programme on Small Arms and Light Weapons Control safely destroys a weapon during a training session in Ouidah, Benin.
(Ouidah; November 2025)
© ODA/Manuel Martínez Miralles

Our programmes

- Multilateral negotiations and deliberations on disarmament and arms limitation
- Weapons of mass destruction
- Conventional arms
- Information and outreach
- Regional disarmament

Our team

- Office for Disarmament Affairs

Chapter 7

Advancement of disarmament and non-proliferation

Amid escalating geopolitical tensions, renewed threats of nuclear conflict, rising global military expenditure, accelerating weapons development and the weaponization and malicious use of emerging technologies, the international security environment remained under severe strain.

The United Nations continued to advance disarmament, arms control and non-proliferation efforts in support of international peace and security, including efforts to mitigate risks from emerging technologies.

Weapons of mass destruction

We facilitated discussions on disarmament, including efforts to establish zones free of nuclear weapons and other weapons of mass destruction, including in the Middle East. We supported negotiations to uphold the prohibition against biological weapons and equipped 76 experts from all regions with skills in biological and forensic sciences and investigative interviewing – more than doubling the number of experts trained since 2022.



UN80 Initiative

Explore how we are connecting disarmament research and action

12,187

nuclear weapons remain an existential threat to humanity today

Our disarmament work

660

rostered experts for the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons

75

Member States submitted reports to the United Nations Register of Conventional Arms, up from 71 in the previous year

Military spending and sustainable development

Mandated by the Pact for the Future, the Secretary-General's report *The Security We Need: Rebalancing Military Spending for a Sustainable and Peaceful Future* examined how rising military expenditure diverts resources from development.

Conventional arms

We supported efforts to uphold the prohibition against anti-personnel landmines and cluster munitions through the Secretary-General's campaign on humanitarian disarmament and mine action. To curb the flow of illicit small arms and light weapons, we launched a global fellowship programme, training officials from Africa and Latin America and the Caribbean. Through regional road map processes and dedicated trust funds, we strengthened national ownership of global frameworks, aligning arms control with development priorities across 63 countries.

Emerging challenges

We advanced work to prevent an arms race in outer space and to develop an instrument addressing lethal autonomous weapons systems. We supported States in establishing a new global mechanism on developments in information and communications technologies and international security.

Youth, gender and outreach

At the first Youth for Disarmament Forum, 30 youth leaders produced policy recommendations on nuclear weapons and emerging technology. Through an interactive learning programme, we also empowered young people in 61 countries to strengthen their advocacy and knowledge. Gender-responsive approaches advanced: greater women's participation was called for in 35 First Committee resolutions, up from 26 in 2024. We expanded our digital outreach and presence, with content viewed more than 4.4 million times.



Experts in the Secretary-General's Mechanism for Investigation of Alleged Use of Chemical and Biological Weapons participate in a training exercise on biological crime scene management.

(Brindisi, November 2025)
© ODA/Courtney Cresap



United Nations personnel collect data on opium poppy cultivation for the Myanmar Opium Survey. (South Shan; January 2025)
© UNODC/Saw Moe Kyaw Thu

Our programmes

- Countering the world drug problem
- Combating transnational organized crime
- Countering terrorism and preventing violent extremism
- Countering corruption
- Justice
- Research, trend analysis and forensics
- Policy support
- Technical assistance

Our team

- United Nations Office on Drugs and Crime
- Office of Counter-Terrorism

Chapter 8

Drug control, crime prevention and combating terrorism

Transnational organized crime and corruption continue to evolve across regions as illicit activities such as drug trafficking expand and adapt to new conditions. Terrorism remains a persistent threat, with attacks increasingly concentrated in specific regions, alongside rising risks of youth radicalization. Together, these developments are intensifying already grave challenges to international peace and security while eroding the resilience, social cohesion and fundamental rights of people and communities.

Our work advanced the implementation of international legal frameworks while protecting rights and the rule of law for individuals, local communities and civil society. We supported over 160 Member States in addressing drugs, crime, corruption and terrorism and in strengthening criminal justice systems through international legal frameworks, technical assistance and international cooperation.

Countering the world drug problem

We facilitated the adoption of five resolutions that strengthen international cooperation on drug policy. This includes improving early warning systems for synthetic drug threats and preventing traffickers from misusing supply chains for drug production. We also helped to safely dispose of over 191 tons of illicit drugs and chemicals and provided evidence-based treatment for more than 54,000 individuals. Our prevention efforts included peer-to-peer support for youth in 11 countries, as well as life skills education for more than 10,000 children in South-Eastern Europe.



UN80 Initiative

Explore how we are improving coordinated action against drugs, crime and terrorism



Specialists visit a gold mine shaft in South Africa for a United Nations project combating minerals crime. (Gauteng; July 2025)
© UNODC/Duncan Moore

Our support to drug control

75,000

families benefited from technical assistance aimed at reducing illicit crop cultivation

232

tons in seizures of illicit drugs by authorities supported by the United Nations

Countering organized crime and corruption

Addressing trafficking in persons and migrant smuggling, we contributed to nearly 350 arrests, 110 victim identifications and 230 investigations and prosecutions. To reduce transnational crime, we assisted countries in investigating 350 cybercrime cases and assisted with 80 forensic investigations of crimes affecting the environment. On global corruption, our asset recovery support enabled the seizure or return of \$260 million in assets across six countries.

Crime prevention and criminal justice

Our programmes for legal aid and alternative dispute resolution reached 35,000 prisoners and persons under non-custodial measures. We also supported youth crime prevention through sports, mobilizing over 42,000 participants in Mexico alone.

Our support to crime prevention and anti-corruption efforts

65,367

weapons and explosives seized by authorities with support from the United Nations

30

anti-corruption laws and 7 national policies developed across 20 countries

Advancing global criminal justice frameworks

In 2025, we supported Member States in reaching new milestones for global criminal justice. The first United Nations Convention against Cybercrime opened for signature in Hanoi, with 73 States and the European Union having signed as of December 2025. The General Assembly also adopted the United Nations Model Strategies on Reducing Reoffending (the Kyoto Model Strategies), reinforcing the global commitment to rehabilitation and reintegration.

Our counter-terrorism work

78M

passengers and 610,000 flights screened under the United Nations Countering Terrorist Travel Programme

150

Member States benefited from training and technical assistance on counter-terrorism

Strengthening support for victims of terrorism

We launched the Victims of Terrorism Associations Network, the first global survivor-led network of its kind, bringing together more than 120 victims, survivors and associations from over 50 States – supported by a digital platform. Network members helped design new assistance frameworks, reinforcing victim-centred responses to terrorism. We also helped strengthen rights-based assistance systems, including by establishing national frameworks in Nigeria and the Philippines and improving digital platforms for case tracking in Pakistan.



Experts participate in a United Nations maritime border security workshop in Lagos, Nigeria, to strengthen regional cooperation and counter-terrorism efforts in West and Central Africa (Lagos; May 2025)
© OCT/Rhodora Legaspi

Preventing and countering terrorism and violent extremism

We supported 33 Member States in improving their counter-terrorism laws in line with international legal instruments. We strengthened criminal justice systems by training over 4,000 practitioners from more than 90 countries in investigation, prosecution, rehabilitation and reintegration. Our programmes enhanced the protection of vulnerable targets in 70 Member States and capacities to counter terrorist use of weapons in over 100 countries. We conducted a global cyberdrill involving 133 countries, trained over 1,200 practitioners to address cyberattacks and expanded support to address the growing use of unmanned systems. In Côte d'Ivoire, our specialized training helped secure justice in eight terrorist financing cases.



The Deputy Secretary-General, Amina Mohammed (right), in discussion with the Under-Secretary-General for Political and Peacebuilding Affairs, Rosemary DiCarlo.
(New York; January 2026)
© UN Photo/Loey Felipe

Our programmes

- General Assembly affairs and conference management
- Global communications
- Oversight
- Management strategy, policy and compliance
- Offices away from Headquarters
- Operational support
- Safety and security

Our team

- Department for General Assembly and Conference Management
- Department of Global Communications
- Department of Management Strategy, Policy and Compliance
- Department of Operational Support
- Department of Safety and Security
- Office of Internal Oversight Services
- United Nations Offices at Geneva, Nairobi and Vienna
- Ethics Office
- Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse
- Office of the Victims' Rights Advocate

Chapter 9

Effective functioning of the Organization

The United Nations operated under persistent liquidity constraints even as global needs grew in scale and complexity, requiring continued cash flow management significantly below budget levels. At the same time, expectations for timely, coherent and impactful delivery of mandates continued to rise.

Through the Secretary-General's UN80 Initiative, we strove to strengthen our effectiveness, including by consolidating administrative units, modernizing systems and improving the management of mandates. Our goal is to ensure that the United Nations remains equipped to serve Member States amid budgetary pressures and evolving global demands.

Administrative efficiencies

We consolidated back office services through common administrative platforms in New York and Bangkok, a single global payroll function and the relocation of functions from high-cost locations. Upgrades to the enterprise resource planning system (Umoja) and dashboards have expanded automation and data analytics capacity.

Mandate delivery support

Field operations benefited from diversified aviation and supply chain solutions and improvements in workforce planning. We improved casualty and medical response systems, transparency in Member State claims processing and environmental risk management. We also reinforced security arrangements through enhanced preparedness and response protocols and inter-agency collaboration, including for life-saving assistance in crisis settings.



UN80 Initiative

Explore how the United Nations system is sharing services to increase efficiency



A view from the control room as the President of the General Assembly at its eightieth session, Annalena Baerbock, briefs reporters in Geneva.

(Geneva; February 2026)
© UN Photo/Elma Okic

Delivering operational support in Haiti

Following the adoption of Security Council resolution 2793 (2025), the Organization rapidly established the United Nations Support Office in Haiti to provide operational support primarily to the multinational Gang Suppression Force, the United Nations Integrated Office in Haiti and the Haitian National Police on joint operations with the Gang Suppression Force. We rapidly operationalized essential procurement and put new capabilities in place for staff deployment, medical evacuations and dedicated air assets to enable mission-critical activities.

Workforce inclusion and integrity

We promoted equitable geographical distribution through outreach and talent pipelines while sustaining progress towards full gender parity. New learning programmes on disability inclusion and addressing racism and racial discrimination, as well as resources on digital accessibility, supported inclusive and respectful workplace practices. Staff mental health and well-being remained a priority. We focused on improving mental health literacy and helping managers foster healthy work environments. To protect the communities we serve and advance the rights of victims and children born of sexual exploitation and abuse, we fostered values-based leadership, institutionalized our response across the United Nations system and developed standards of assistance and feedback mechanisms, and improved resourcing arrangements.

UN80 Initiative: United to deliver better

Launched in 2025, the UN80 Initiative responds to an unprecedented combination of pressures on the United Nations system: multiplying conflicts, development setbacks and severe funding constraints. Its objective is deliberate reform rather than change imposed by crisis: better aligning mandates, structures, resources and delivery so that Member State decisions translate reliably into impact for people. Over 60 United Nations organizations are united behind one goal: to deliver better.

A coherent reform logic

The UN80 Initiative links three workstreams. Efficiencies in the Secretariat show that discipline begins at the centre of the United Nations system. A landmark General Assembly resolution on better mandate design, implementation and review strengthens Member State stewardship. And system-wide changes to structures and programmes better align delivery with needs.

Change begins at the centre

The Secretariat is already changing how it works by implementing significant efficiency gains. Common administrative platforms, consolidation of units, relocation of staff and better digital tools are reducing duplication and improving productivity. These changes go along with better support for Member States, including better reports, better support for delegates and better transparency platforms.

System-wide initiatives moving from design to delivery

The UN80 Initiative is also advancing high-impact changes across the wider United Nations system: a new humanitarian compact to simplify planning, integrate supply chains and connect beneficiary data; reconfigured country and regional support with expertise-on-demand and joint knowledge hubs; the unified services road map to scale up shared services across procurement, supply chain, finance, information and communications technology, logistics, human resources and administration; and common technology and data platforms, including a technology accelerator platform and a United Nations system data commons.

The Secretary-General's calls to Member States for progress under the UN80 Initiative:

1. Use General Assembly resolution 80/251 as a governance tool to improve mandate creation, implementation and review.
2. Give direction on country and regional configurations for more tailored, coherent and effective presences on the ground.
3. Back shared services, technology and data to improve quality, efficiency, transparency and delivery.
4. Consider structural proposals on their merits.
5. Align funding practices with objectives under the UN80 Initiative, including more coherent, pooled and predictable funding.
6. Exercise governance coherently across the United Nations system.

UN80 progress at a glance

- There is now intergovernmental consensus on **mandate discipline** with the adoption of the landmark **General Assembly resolution 80/251**.
- **Over 40,000 resolutions** and decisions are now **searchable on mandates.un.org**.
- A **unified services road map scales up shared global back offices** for supply chains, finance, information and communications technology, administration and human resources across the United Nations system.
- About **2,300 staff positions are shifting from high-cost to lower-cost locations** across the United Nations system during the period 2026–2027.
- United Nations development system entities reported **\$981 million in 2025 efficiencies, up 65%**.
- Over **\$18 billion in humanitarian supply chains is under integration**, and data systems are being linked.
- The **peace operations review** adapts the United Nations peace and security toolbox.
- **United Nations country teams are being configured** around country priorities, not institutional inheritance.
- **Expertise-on-demand is being built across 25 organizations** to make expertise more easily available to country teams.
- **26 United Nations organizations** have committed to the **United Nations system data commons**.
- **Visit** un.org/un80-initiative.



Communications

Through coordinated communications and advocacy, we informed global audiences about United Nations activities across sustainable development, peace and security, and human rights. We promoted information integrity. We provided access to intergovernmental proceedings, with 4,600 meetings and events streamed live and on demand on United Nations Web TV and 34 million unique downloads of official documents and publications. We expanded engagement through multilingual news, campaigns and outreach activities.

Conference services

We supported intergovernmental processes through multilingual conference services, staff expertise and specialized conference technologies. Across New York, Geneva, Vienna and Nairobi, we supported over 5,800 meetings with interpretation in the six official languages and the translation of over 205 million words. Targeted training and flexible deployment maximized in-house capacity, while initiatives promoting multilingualism and accessibility fostered inclusive participation in multilateral diplomacy.

Our global reach

70M

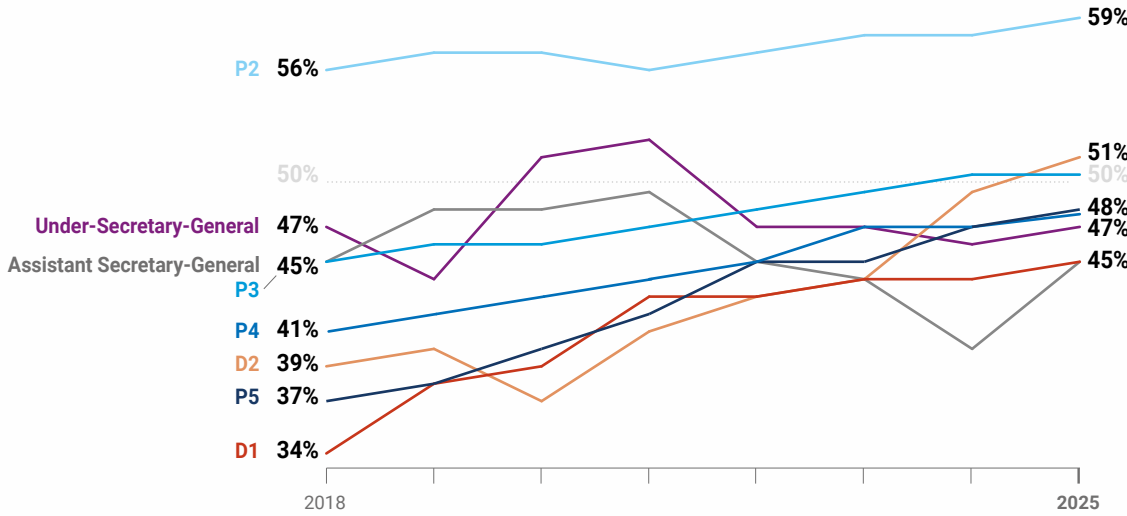
social media followers through @unitednations accounts across platforms in nine languages

295,000

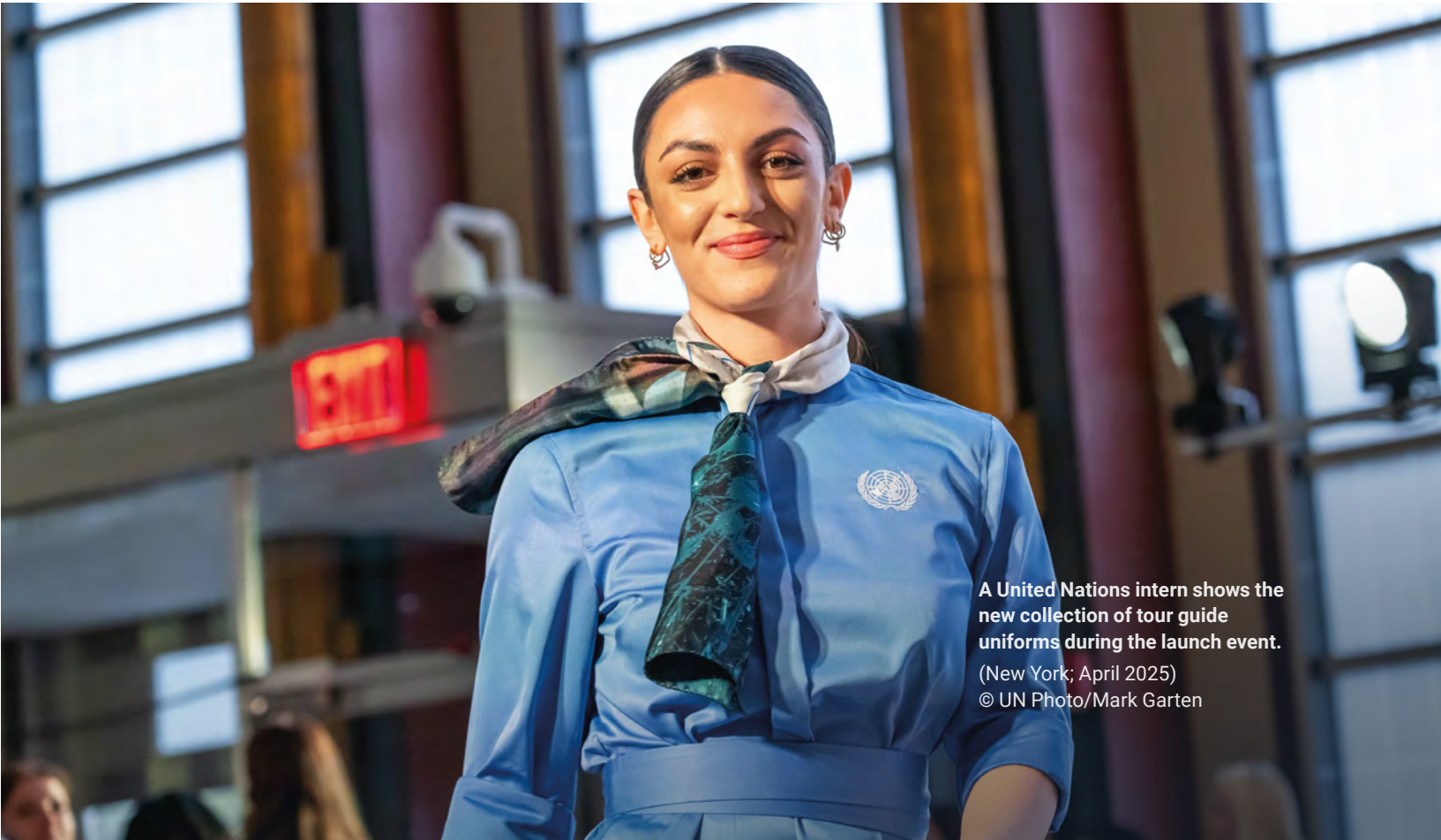
visitors taking guided tours of the United Nations in New York, Geneva, Vienna and Nairobi

Commitment to gender parity yields results

Percentage of women staff on fixed-term, continuing and permanent appointments in the Professional and higher categories (P2–Under-Secretary-General) in the Secretariat, 2018–2025



With the launch of the system-wide strategy on gender parity, the Secretary-General is committed to advancing parity in the Secretariat across all levels, beginning with international staff in the Professional and higher categories on fixed-term, continuing and permanent appointments.

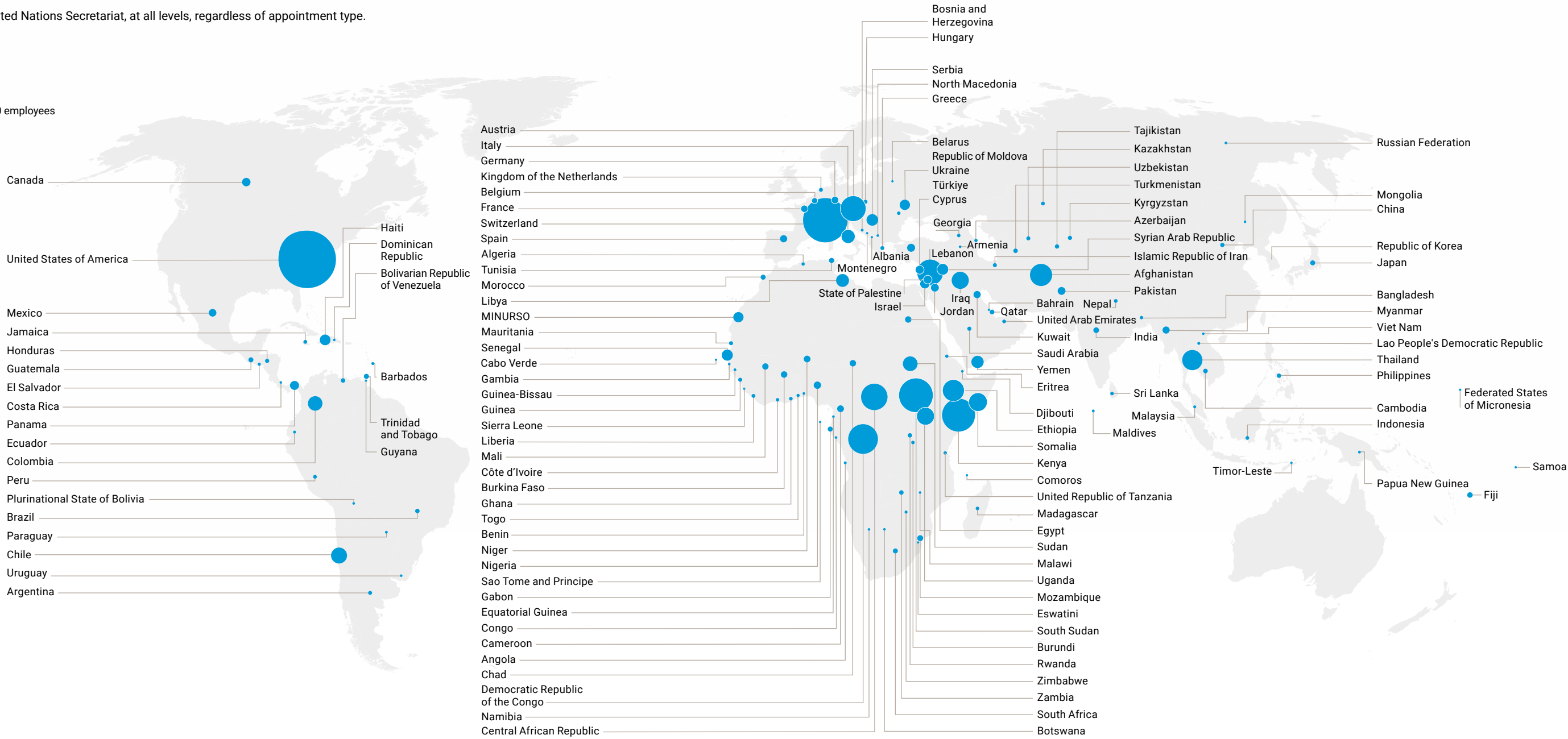


Over 32,000 staff worked for the United Nations Secretariat worldwide in 2025

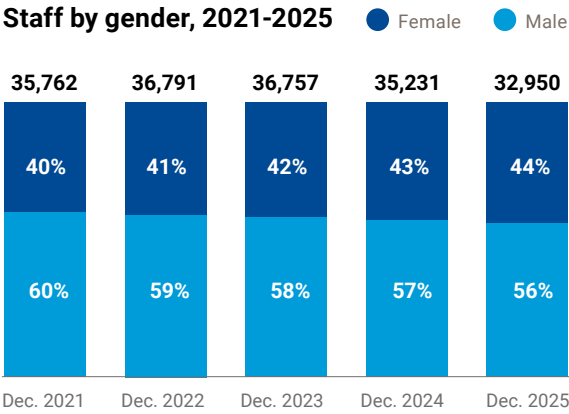
This includes all staff of the United Nations Secretariat, at all levels, regardless of appointment type.

● Represents number of staff

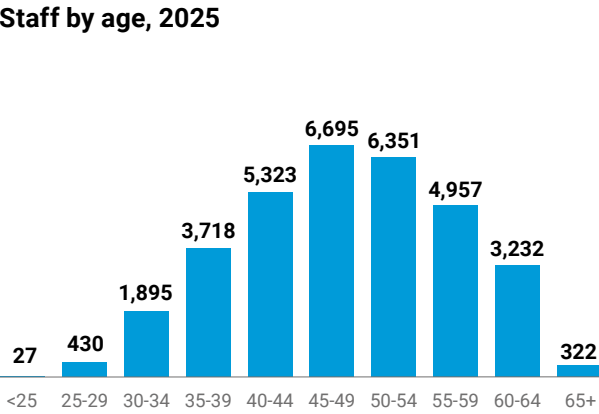
Countries hosting fewer than 10 employees are not included on the map.



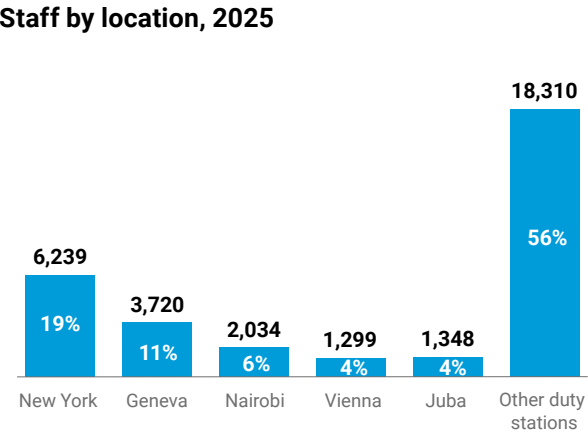
Staff by gender, 2021-2025



Staff by age, 2025



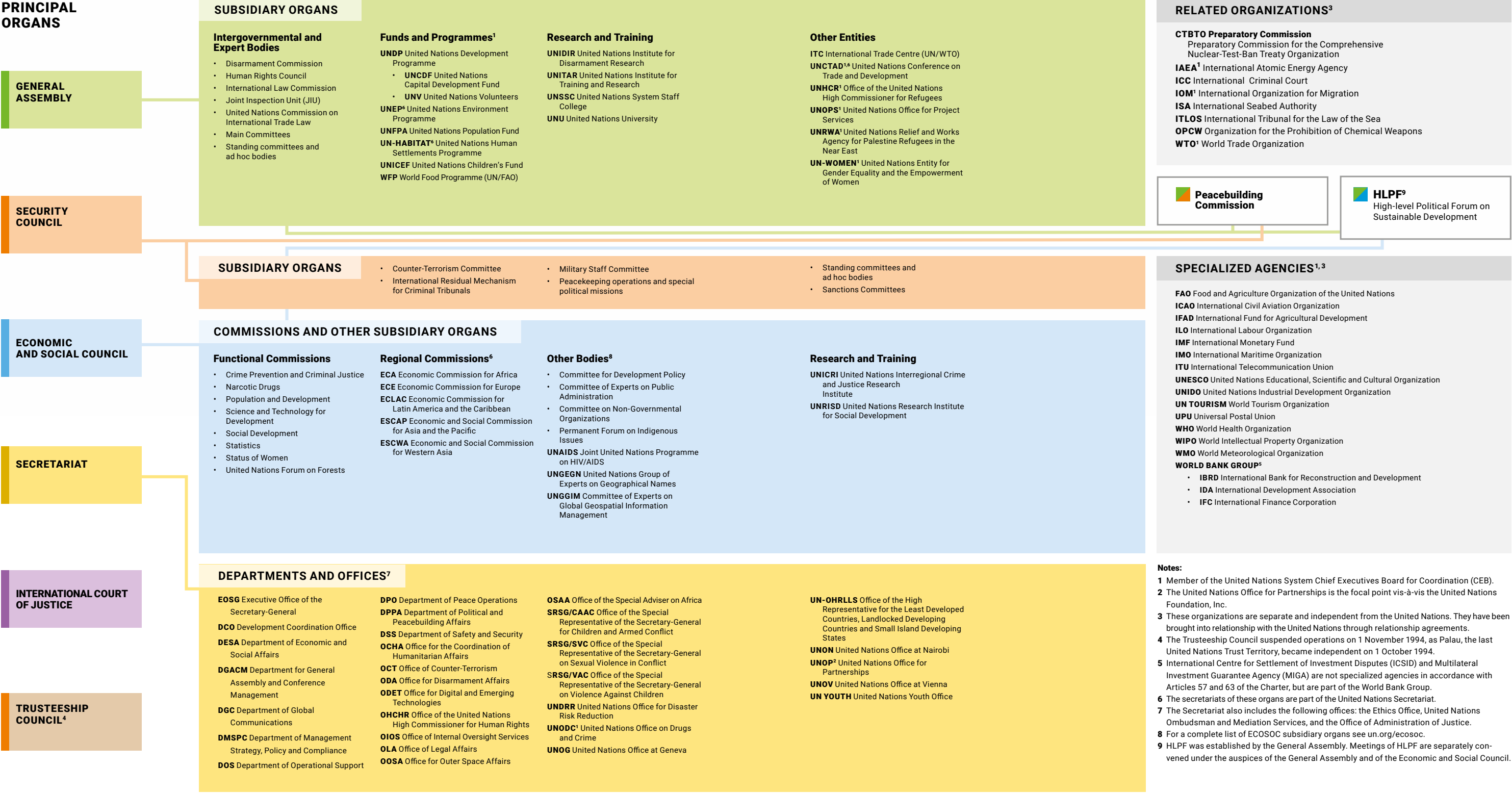
Staff by location, 2025



The depiction and use of boundaries, geographical names and related data shown on maps are not guaranteed to be error-free, nor do they necessarily imply official endorsement or acceptance by the United Nations.



The United Nations system



This Chart is intended to provide a graphical reflection of the functional organization of the United Nations system and is for informational purposes only. The relevant rules of the organization concerned should be consulted in order to establish the legal status, functions and reporting lines of each entity shown in this Chart. The Chart does not include all offices or entities of the United Nations system.
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