

UNICEF Supply Annual Report 2024

For every child,
access to essential
supplies



Cover photo: Grace Bokor plays with her child at the Holy Child Catholic Hospital, Takoradi, Ghana.

UNICEF Supply Annual Report **2024**

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East Asia and the Pacific



Europe and Central Asia



Eastern and Southern Africa



Latin America and Caribbean



Middle East and North Africa

West and Central Africa



South Asia

FOREWORD

In 2024, children around the world continued to face a confluence of crises, from conflict and displacement to infectious disease outbreaks and soaring rates of malnutrition.

To address these ongoing challenges, UNICEF and partners continued to strive for equitable access to essential supplies and services for every child.

UNICEF procured \$5.610 billion worth of supplies and services in 2024, a 7 per cent increase from the previous year. The global value of supplies procured was \$3.778 billion, while the total global value of services procured was \$1.832 billion.

This report highlights UNICEF and partners' global shared results in supplies and services for children in 2024, along with examples of innovation and delivering at scale across seven regions.

In **East Asia and the Pacific**, UNICEF enhanced regional emergency preparedness and response capacity, particularly during Typhoon Yagi, while advancing digitalization and sustainable social infrastructure initiatives.

In **Eastern and Southern Africa**, UNICEF scaled up climate-resilient supply strategies and digital tools to strengthen last-mile delivery and emergency preparedness in countries like Somalia and Madagascar.

In **Europe and Central Asia**, UNICEF supported countries affected by conflict and displacement by strengthening procurement systems and delivering critical medical and winter supplies.

In **Latin America and Caribbean**, agile response mechanisms, including humanitarian air bridges, were rapidly deployed to support countries facing complex crises.

In the **Middle East and North Africa**, UNICEF's regional logistics capacities were reinforced, while cross-border operations supported affected children in Gaza, Sudan and beyond.

In **South Asia**, UNICEF advanced sustainable procurement across all countries in the region and strengthened emergency preparedness by building local pharmaceutical procurement capabilities.

In **West and Central Africa**, innovative localization strategies – including regional pre-positioning of nutrition supplies – enabled swift responses to malnutrition and disease outbreaks in Nigeria, Burkina Faso and the Democratic Republic of the Congo.

As we reflect on 2024, we also reaffirm our commitment to equitable and sustainable access to life-saving supplies. UNICEF remains steadfast in its efforts to ensure that every child, everywhere, can survive and thrive – supported by agile and resilient supply chains.



Leila Gharagozloo Pakkala
Director, UNICEF Supply Division

How UNICEF supply contributes to the UNICEF goal areas and the SDGs





FORECASTING

quantifies needs so that adequate supply stocks are available. This helps governments to plan budgets and procurement, donors to allocate resources strategically, and industry partners to anticipate demand and production.



FINANCING FOR SUPPLIES AND SERVICES

supports governments to sustainably self-finance essential supplies and services.



STRATEGIC PROCUREMENT

UNICEF works with suppliers and the private sector to secure the best value for money and strengthen government procurement capacity.



PROCUREMENT SERVICES

enables governments and other partners to use UNICEF's procurement scale and decades-long expertise to access affordable quality supplies and bridge temporary budget shortfalls.



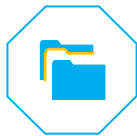
PRODUCT INNOVATION

transforms ideas into tangible and scalable solutions, bringing to life new products and processes that are fit-for-purpose and reflect value for money.



MARKET INFLUENCING

creates conditions that enable sustainable access to the supplies and services children need to survive and thrive while stimulating markets by encouraging demand and innovations to meet it.



TECHNICAL PRODUCT MANAGEMENT

guides the development and lifecycle of supplies by defining specifications, assessing performance and ensuring they are fit-for-purpose and aligned with programmatic needs.



QUALITY ASSURANCE

ensures that supplies meet rigorous safety and quality standards through comprehensive inspections, testing and compliance checks.



WAREHOUSE AND DISTRIBUTION

The UNICEF Global Supply Hub in Copenhagen is complemented by strategically located global hubs in Brindisi, Dubai and Panama City, dispatching supplies 24/7 to emergencies and regular programmes.



GLOBAL TRANSPORT

arranges shipments from UNICEF supply hubs and directly from suppliers to destination countries by air, sea and land.



IN-COUNTRY LOGISTICS

contracts local road cargo transporters, aircraft charters and customs and warehousing services to deliver supplies to communities.



SUPPLY CHAIN OPTIMIZATION

supports governments to independently and sustainably manage their supply chains while developing local supply chain workforce capacity.



EVIDENCE ANALYSIS AND KNOWLEDGE

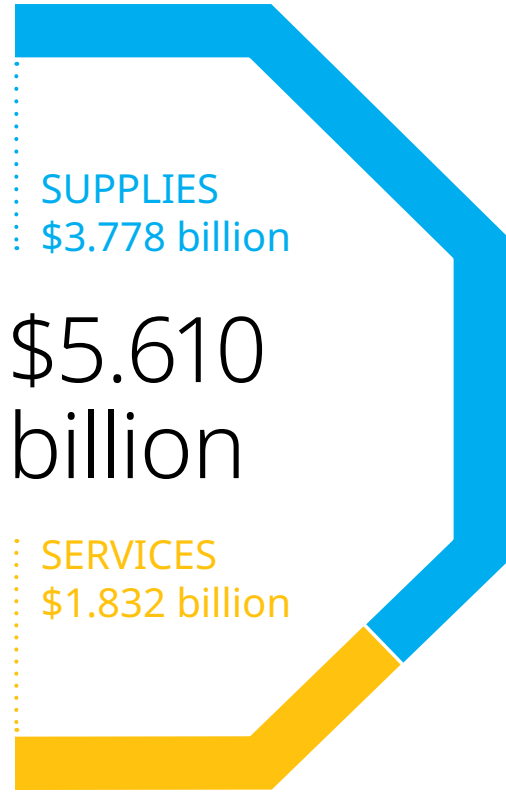
leverages quantitative and qualitative data to generate insights into supply chain dynamics, inform strategies for effective procurement and distribution, and support clear communication on supply chain topics.

Supply functions



A child consumes a sachet of ready-to-use therapeutic food (RUTF) at a health centre in Guerrero, Mexico.

PROCUREMENT



In 2024, UNICEF procured \$5.610 billion worth of supplies and services for children in 160 countries – a 7 per cent increase from 2023 and a 46.6 per cent increase compared to the pre-pandemic level of 2019.

This was enabled by strategic partnerships, enhanced localization efforts, digital transformation and a deepened focus on sustainability. In 2024, 79 per cent of supplies were procured in collaboration with United Nations agencies and other humanitarian and development partners.

57.2 per cent or \$3.21 billion worth of supplies and services were procured from suppliers registered in programme countries.

SUPPLIES



\$2.495 billion

Vaccines/
Biologicals



\$18.8 million

Clothing and
footwear



\$250.8
million

Nutrition



\$33.6
million

Power
generation



\$173.3
million

Water and
sanitation
supplies



\$35.3
million

Shelter/field
equipment



\$168.2 million

Medical supplies
and equipment



\$51.2 million

Insecticide-treated
nets (ITNs)



\$148.6 million

Pharmaceuticals



\$110.8 million

Cold chain equipment



\$86.7 million

Education supplies



\$294.7 million

Construction services



\$214.5 million

Cash and voucher assistance



\$198.3
million

Contracted
personnel*



\$163.2
million

International
freight



\$137.3
million

In-country
logistics and
warehousing
services



\$117.1 million

Research, surveys,
monitoring and
evaluation services



SERVICES

* to share expertise with partner governments, implement social mobilization campaigns and provide temporary labour for programmes.

IMMUNIZATION SUPPLIES

UNICEF delivered **2.787 billion vaccine doses** to 99 countries in 2024, enough to reach 45 per cent of the world's children under 5.

UNICEF is the largest single buyer of vaccines globally, contributing to securing continued access to vaccines for routine immunization programmes, preventive campaigns and outbreak responses. UNICEF's vaccine forecast accuracy remained above 98 per cent in 2024.

UNICEF delivered 652.7 million vaccine doses to support disease outbreak responses in 39 countries in 2024.

In 2024, UNICEF delivered **37.5 million HPV vaccine doses** to 50 countries and supported new introductions in Mali, Mongolia and Timor-Leste.

UNICEF delivered **886.19 million syringes** and 7.56 million safety boxes in 2024.

The Local Production in Africa Roadmap, supporting manufacturing on the continent, was rolled out with notable progress in localizing syringe production. In 2024, UNICEF awarded 40 per cent of its syringe procurement volume to Africa-based manufacturers, up from less than 10 per cent in 2023. By 2029, UNICEF aims to award 60 per cent of syringe production contracts to manufacturers in Africa.



COLD CHAIN

To enable reliable power for medical equipment and vaccine storage, UNICEF procured **1,500 solar systems** in 2024, supporting the solarization of an expected 450 facilities by mid-2025.



IMMUNIZATION MARKET DASHBOARD

As the world's largest buyer of vaccines, UNICEF makes relevant market information available through its [Immunization Market Dashboard](#), a public good that provides information on the delivery of vaccines procured by UNICEF and globally available price information. The dashboard also displays all safe injection equipment procured and delivered by UNICEF for immunization, including syringes and safety boxes.

NUTRITION

In 2024, **5.2 million cartons of ready-to-use therapeutic food (RUTF)** were delivered to 66 countries, including over 1 million donated cartons. Of the total, 66 per cent was sourced from suppliers in programme countries. These localization efforts accelerated access to life-saving nutrition supplies for children where they were needed most.



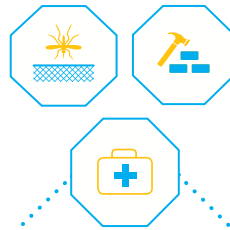
UNICEF delivered **1.243 billion tablets of multiple micronutrient supplementation (MMS)** to 28 countries. UNICEF grew the MMS supplier base from one supplier in 2022 to four in 2024 and engaged with partners to scale up local MMS manufacturing and increase demand visibility.



INSECTICIDE-TREATED NETS (ITNs)

UNICEF delivered **7.6 million ITNs** to 22 countries in 2024.

UNICEF continued to positively influence markets, improving affordability, availability and sustainability of supplies in 2025. Notable successes included reducing price volatility and achieving a 5 per cent price reduction for ITNs, with projected savings of \$8–10 million over five years.



CONSTRUCTION

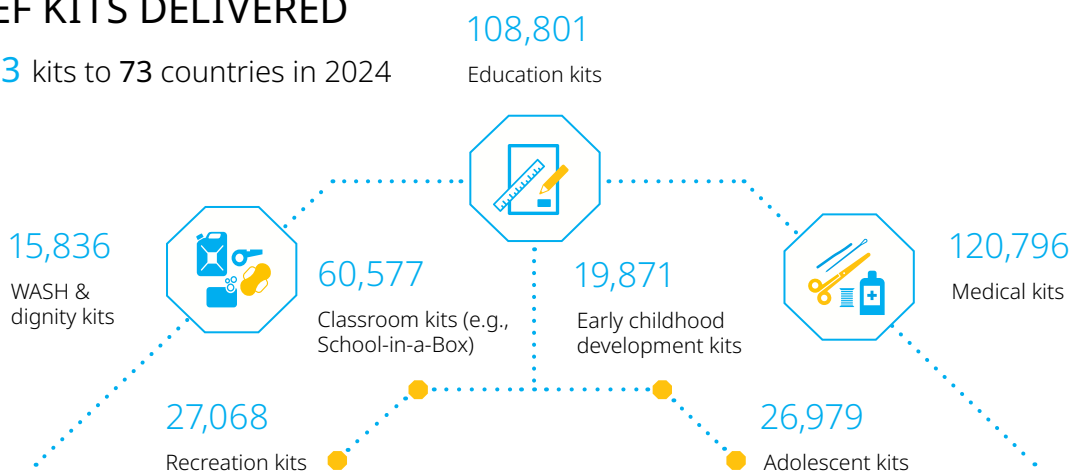
In 2024, UNICEF procured **\$294.7 million in construction services**, including projects in refugee camps and the construction or rehabilitation of schools and learning facilities.

MEDICAL EQUIPMENT

UNICEF delivered **1.2 million cholera rapid diagnostic tests** to 14 high-risk countries, including Ethiopia, Somalia, Syria and Zambia to enhance cholera outbreak detection and response in 2024.

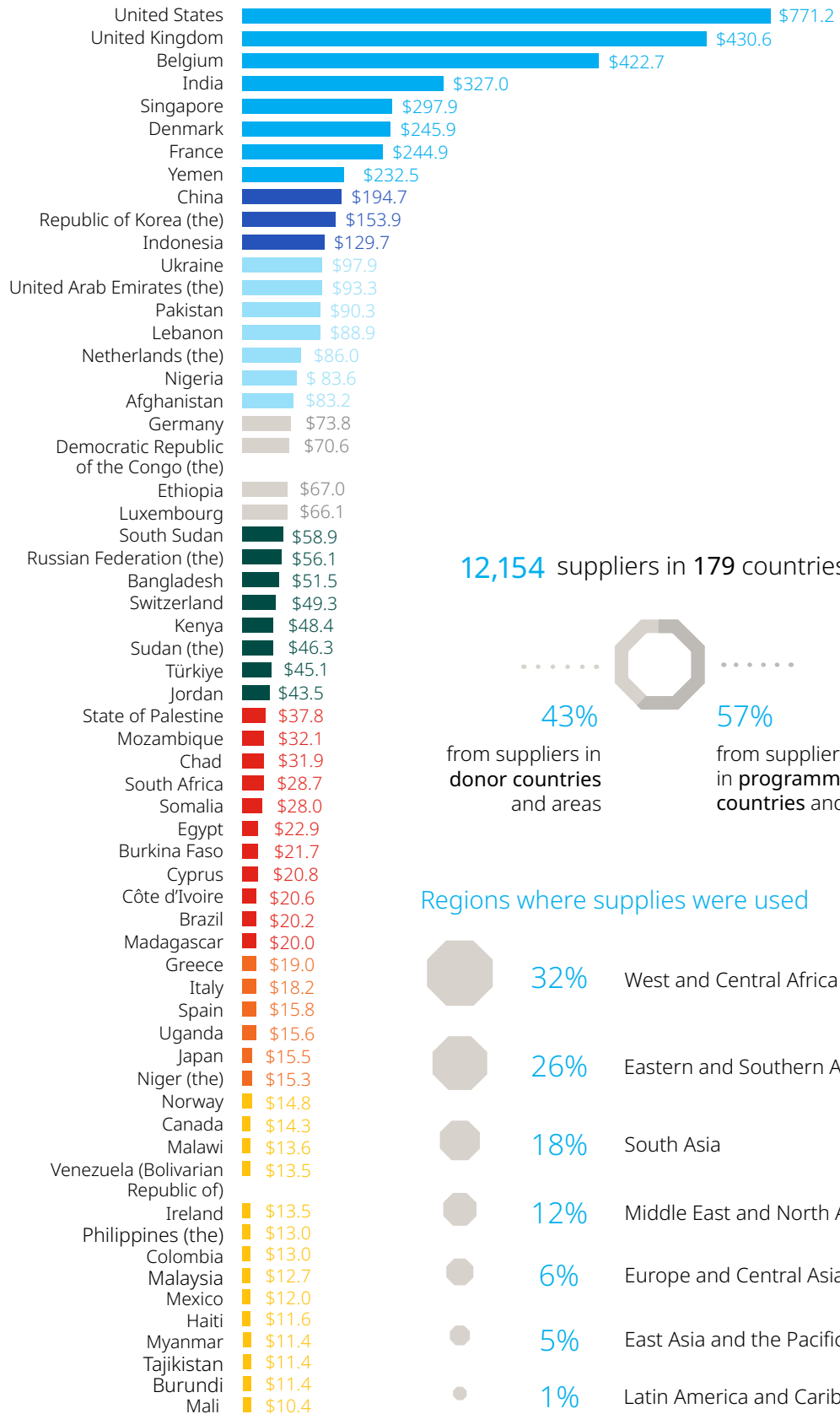
UNICEF KITS DELIVERED

246,033 kits to 73 countries in 2024

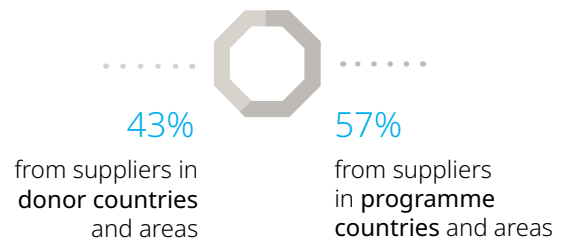


UNICEF supplier base

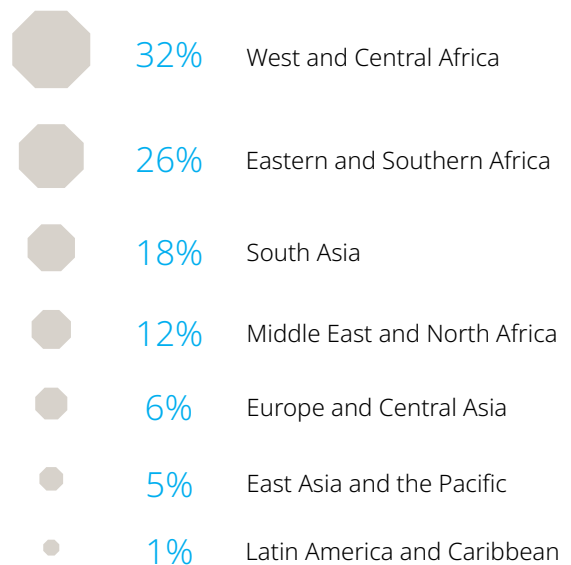
Countries from which UNICEF procurement of supplies and services exceeded \$10 million, based on country of invoice (in \$ millions).



12,154 suppliers in 179 countries



Regions where supplies were used



PROCUREMENT SERVICES

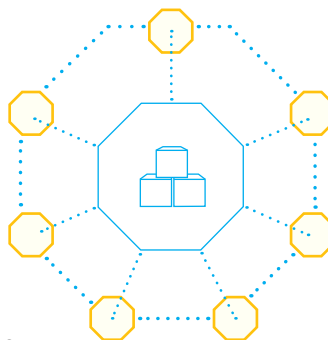
UNICEF provided Procurement Services to governments and other development partners resulting in \$2.390 billion worth of supplies and services delivered to 114 countries.

Gavi, the Vaccine Alliance, in 69 countries

United Nations agencies in 53 countries

Access to COVID-19 Tools Accelerator Supplies Financing Facility (ACT-A SFF) in 76 countries

90 self-financing governments



30 countries financed by international financial institutions

22 countries financed by the Global Fund

Non-governmental organizations in 36 countries

FINANCING PARTNERSHIPS AND SOLUTIONS

In 2024, UNICEF signed 29 memorandums of understanding (MoUs) valued at \$145 million with international financial institutions to facilitate financing

of essential supplies and services for children. MoUs were signed with the African Development Bank, the European Investment Bank, the Islamic Development Bank and the World Bank, as well as 35 MoUs with governments, NGOs and United Nations agencies.

[The Vaccine Independence Initiative](#)

(VII) facilitated \$313 million in country pre-financing and special contracts to accelerate procurement in 47 self-financing countries – a two-fold increase from 2020 and a significant expansion supporting increased access to vaccines.



In 2024, 18 countries subscribed to [the Child Nutrition Fund](#) Match Window, a one-to-one matching mechanism for governments to double domestic investments in essential supplies and services for the prevention, detection and treatment of child wasting. The Match Window utilized \$13.3 million in 2024 and to support the procurement of over 550,000 RUTF cartons.

UNICEF, as the procurement agency of [the Global Platform for Access to Childhood Cancer Medicines](#) (Global Platform), with St. Jude Children’s Research Hospital and the World Health Organization (WHO), is addressing childhood cancer inequities by enabling low- and middle-income countries (LMICs) to access quality medicines. The Global Platform is a multi-year partnership with an initial investment of \$200 million. In late 2024, UNICEF started the first dedicated procurement of childhood cancer medicines, which have since reached Mongolia, Nepal, Uzbekistan and Zambia.

[The Middle-Income Countries’ Financing Facility](#)

which supports new vaccine introductions and scale up, facilitated \$25.3 million in 2024, enabling the delivery of 19 million vaccine doses across the globe.

HUMANITARIAN ACTION

In response to Typhoon Yagi, UNICEF delivered essential nutrition supplies for children under 5 in the hardest-hit areas of Viet Nam.

\$1.234 BILLION

worth of emergency supplies to support humanitarian action in 68 countries and areas were delivered in 2024.

Approximately half of these supplies supported Level 2 and Level 3** emergencies, reflecting the growing complexity and severity of global humanitarian needs.

TOP COMMODITY GROUPS



\$541.58 million

Vaccines/Biologicals



\$179.18 million

Nutrition



\$125.87 million

Water, hygiene and sanitation supplies



\$95.28 million

Medical supplies and equipment



\$86.53 million

Pharmaceuticals

4,124 emergency-related shipments in 2024










UNICEF facilitated \$141.8 million worth of contributions-in-kind from partners, including \$6.7 million in donated transport services.

** UNICEF and other United Nations agencies use a tiered framework to classify the major emergencies requiring the mobilization of a system-wide response as Level 2 and Level 3.

Emergency supply response


Level 2 and Level 3 emergencies in 2024

LEGEND

-  Water and sanitation supplies
-  Nutrition
-  Clothing and footwear
-  Medical supplies and equipment
-  Vaccines/biologicals
-  Education supplies
-  Pharmaceuticals
-  Shelter/field equipment
-  Cold chain equipment




UKRAINE

\$70.75M

-  \$38.38M
-  \$3.73M
-  \$2.64M




LEBANON

\$10.27M

-  \$3.46M
-  \$2.20M
-  \$537,272

STATE OF PALESTINE

\$77.96M

-  \$23.39M
-  \$13.45M
-  \$11.83M


CHAD

\$45.22M

-  \$25.15M
-  \$4.89M
-  \$4.22M



HAITI

\$8.61M

-  \$2.77M
-  \$1.66M
-  \$1.28M

MALI

\$8.70M

-  \$5.76M
-  \$2.31M
-  \$227,418

MYANMAR

\$22.31M

-  \$16.28M
-  \$2.83M
-  \$914,132




THE DEMOCRATIC REPUBLIC OF THE CONGO

\$111.68M

-  \$79.41M
-  \$8.37M
-  \$7.22M




SUDAN

\$111.81M

-  \$45.45M
-  \$23.88M
-  \$10.87M

ETHIOPIA

\$145.00M

-  \$104.99M
-  \$16.28M
-  \$6.76M

MPOX

Following the WHO declaration of mpox as a public health emergency in August 2024, UNICEF initiated an emergency tender and secured access to 1 million mpox vaccine doses within one week of the vaccine's pre-qualification.

In 2024, UNICEF delivered 148,600 mpox vaccine doses, including 135,500 as donations, to four countries identified as being at highest risk.

UNICEF also provided early and reliable access to quality-assured mpox diagnostics suitable for use at the point of care, leveraging existing long-term agreements (LTAs) and robust supplier relationships to ensure availability for 77 LMICs.

CHOLERA

UNICEF responded to other public health emergencies in 2024, including cholera outbreaks in 86 countries, delivering 37.18 million oral cholera vaccine doses. UNICEF, together with WHO, also developed the interagency Cholera Supply Dashboard, increasing visibility for cholera outbreak preparedness.



A child receives routine vaccination from a nurse in Olibai village, Uganda.

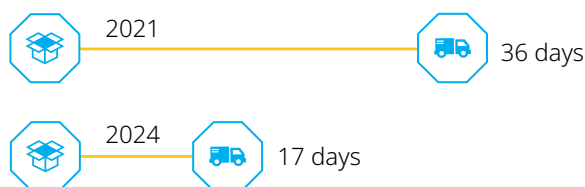
STRENGTHENING SUPPLY CHAINS FOR CHILDREN

LOGISTICS

Significant global transport disruptions strained supply chains, leading to longer transit times in 2024. To mitigate these challenges, UNICEF secured priority access, obtained favourable rates and continued to pre-position supplies. UNICEF swiftly re-routed shipments of prioritized critical supplies and optimized transport plans to minimize delays.

Working closely with global freight forwarders and partners, UNICEF improved on-time delivery.

Average packed-to-ship rate



UNICEF implemented a real-time shipping monitoring tool for insights into shipping requirements, facilitating early identification and resolution of issues. UNICEF tackled customs delays, high costs and regulatory uncertainties by mapping importation processes in 100 countries, identifying bottlenecks and developing efficiency strategies.

INTERNATIONAL SHIPMENTS

11,478 shipments transporting 126,735 metric tons of supplies

110,067 metric tons by surface

Sea, truck and rail

16,668 metric tons by air

including 3,338 vaccine shipments

UNICEF supply across the globe

• UNICEF GLOBAL SUPPLY HUBS

\$136.7 million in supplies were delivered to 121 countries and areas from UNICEF Global Supply Hubs.

• WAREHOUSES

\$709 million in supplies were delivered across 94 countries from 259 active warehouses.



1,432 UNICEF SUPPLY STAFF ACROSS THE GLOBE



12,382 years of experience working for UNICEF



121 countries



195 offices



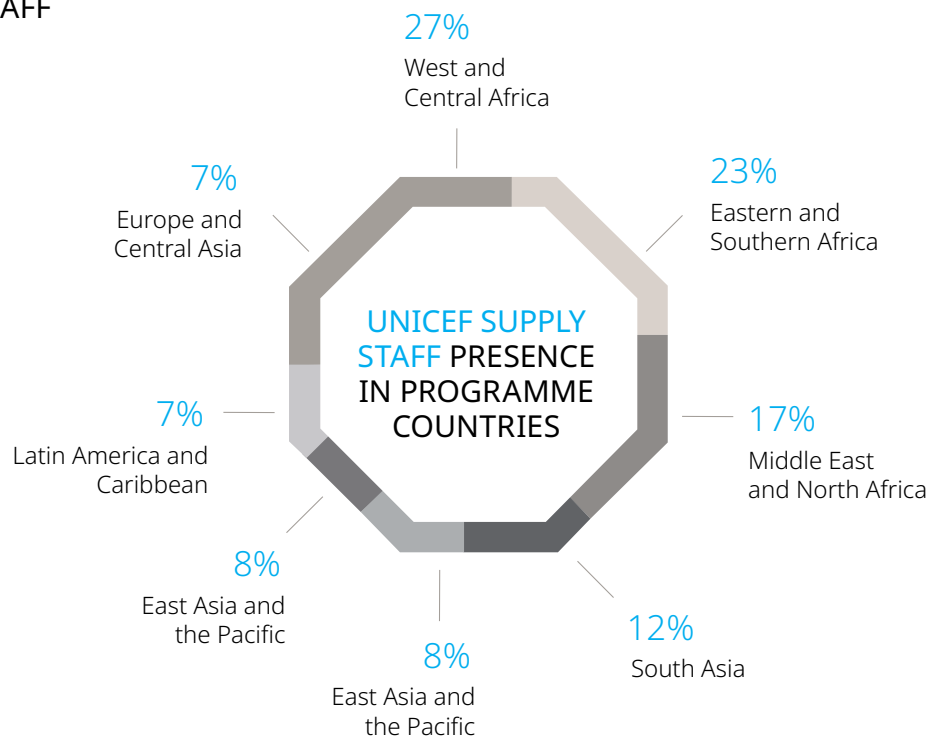
152 nationalities



47% women 53% men



25% from donor countries 75% from programme countries



In 2024, UNICEF delivered 23 digitalization projects and implemented digital solutions to drive supply chain efficiency, digitalize processes and support decision-making.



DIGITALIZATION

UNICEF continued to drive vaccine innovation, including microarray patches, barcoding and controlled temperature chain (CTC) vaccines. CTC vaccines can be safely stored at up to 40°C for several days, supporting delivery where cold chain infrastructure is limited. Serialized barcodes are now used on most vaccines procured by UNICEF, with data captured in [the Traceability and Verification System \(TRVST\)](#) to improve supply chain visibility. TRVST now covers over 76 per cent of procured vaccines.

Collaboration with the Africa Centres for Disease Control (Africa CDC) deepened, focusing on health system strengthening, regional procurement mechanisms and local vaccine manufacturing. These partnerships substantially advanced localization and reinforced sustainable development efforts across the continent.

UNICEF continued to work closely with Gavi, the Vaccine Alliance, to support the operationalization of the African Vaccine Manufacturing Accelerator, a financing instrument to support the growth of vaccine manufacturing in Africa.

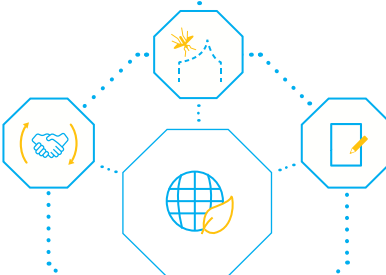


LOCALIZATION

UNICEF leverages its buying power to increase the environmental, social and economic (ESE) sustainability of manufacturers and products procured.

Significant progress was made in sustainable procurement, supplier engagement and waste reduction initiatives, notably through redesigned packaging for RUTF and LLINs, substantially repurposing and reducing plastic waste.

Sustainability measures were deeply embedded into procurement processes in 2024, ensuring suppliers aligned with science-based environmental targets.



SUSTAINABILITY

In 2024, UNICEF and its supply function accelerated the focus on sustainability. [The Scope 3 Greenhouse Gas Emissions Baseline Report](#) was published on World Environment Day, 5 June 2024. UNICEF initiated engagement with suppliers to set science-based targets in line with the global goal of limiting warming to 1.5°C, as outlined in the Paris Agreement.

EAST ASIA AND THE PACIFIC



Procurement

UNICEF programme and supply teams hosted a subregional Vaccine Procurement Forum in Bangkok, Thailand, in November 2024, convening vaccine procurement experts to discuss experiences, lessons learned, and best practices on immunization planning, forecasting and budgeting for sustainable vaccine procurement.

Optimization

UNICEF invested \$21 million across eight countries in the region, using its Procurement Services mechanism and with funding from the Government of Australia through the Supply Financing Facility. These investments strengthened immunization and primary health care supply chains by introducing sustainable technologies for health care waste management, solarizing health facilities and supporting other supply-related interventions.

“Expanding access to microwave-based healthcare waste management units in hospitals across Cambodia was a major milestone for us in 2024. It marked a shift from harmful incineration to safer green technology. In partnership with the Ministry of Health, and with support from the Australian Department of Foreign Affairs and Trade, we worked with suppliers to ensure the successful delivery, installation and use of zero-burn microwave technology. This sustainable solution helps hospitals reduce emissions, improve safety and lower operating costs while maintaining environmental standards.”

Josephine Chu

Supply Chain Officer
UNICEF Cambodia Country Office

Humanitarian Action

In 2024, the East Asia and the Pacific region faced frequent and intense climate-related disasters, including Typhoon Yagi, which made landfall in September and was the strongest storm to hit Viet Nam in 70 years. UNICEF helped significantly reduce the humanitarian impact in Viet Nam and other affected countries, including the Lao People's Democratic Republic, Myanmar and Thailand, by rapidly mobilizing pre-positioned emergency supplies and surge personnel to reach affected communities, hospitals, health facilities and schools. UNICEF also launched its first-ever humanitarian cash transfers in Viet Nam to help families meet basic needs and restore livelihoods.

EASTERN AND SOUTHERN AFRICA



Optimization

To strengthen the resilience and efficiency of humanitarian supply chains in Eastern and Southern Africa, UNICEF, in collaboration with the Global Alliance for Trade Facilitation (GATF), launched the Accelerating Delivery of Essential Products Together (ADEPT) initiative. This partnership supports countries to digitalize and streamline importation processes, ensuring timely access to life-saving supplies. A pilot in Madagascar demonstrated the potential of this initiative by reducing customs processing times by 10 days.

Through its localization agenda, UNICEF continued to build regional self-reliance by expanding local production of essential nutrition commodities such as egg powder in Ethiopia and Uganda, a key step toward strengthening food security during crises. A regional assessment on the potential to produce nutrient-dense food for children identified seven countries, which have since been invited to join the First Foods for Africa (FFA) initiative. The FFA aims to combat child food poverty and malnutrition by supporting the local production and consumption of safe, sustainable, and affordable foods and supplements for young children.

Humanitarian Action

In response to escalating crises – including climate shocks, disease outbreaks, conflict, displacement and macroeconomic instability – UNICEF enhanced its emergency preparedness and response capacity. This included regional contingency planning, pre-positioning of critical supplies, and accelerated procurement.

UNICEF's participation in the East Africa Humanitarian Summit highlighted the vital role of public-private partnerships in building resilient supply systems. These engagements underscored the importance of collective action to strengthen regional preparedness and responsiveness.

UNICEF's continued collaboration with governments and partners such as the World Bank, Africa CDC and the Mastercard Foundation led to strengthened national capacities. In South Sudan, the Health Sector Transformation Project funded by the World Bank and partners ensured over 800 health facilities were supported, \$30.4 million in commodities procured, and \$40 million worth of supplies distributed, strengthening health care access for millions and reinforcing supply chain resilience.

“With the Last Mile Supply Monitoring system in place in Somalia, we can trace supplies to the last mile, verify data and take action if things go wrong. Ultimately, it is about making sure supplies reach the children who need them most.”

Aashta Jawa

Supply Officer,
UNICEF Somalia Country Office

EUROPE AND CENTRAL ASIA



Procurement

The Turkish Pharmaceutical Manufacturers Forum was convened by UNICEF in coordination with the country's Medicines and Medical Devices Agency, the Ministry of Health, national regulatory authorities and WHO. This strategic initiative expanded the global supplier base and strengthened regional and international pharmaceutical procurement.

Under the Uzbekistan VISION 2030 project, UNICEF led the rehabilitation and installation of high-tech medical equipment in 227 perinatal centers, substantially improving maternal and newborn health outcomes.

Optimization

UNICEF-supported solarization initiatives in North Macedonia, Turkmenistan and Uzbekistan improved energy sustainability in health care facilities. In Uzbekistan, an innovative health care waste management project demonstrated effective waste reduction strategies, contributing to environmental sustainability.

UNICEF played a key role in strengthening national procurement legislation in Armenia, Belarus, Kyrgyzstan, Tajikistan and Uzbekistan, supporting governments in enhancing local procurement capabilities in 2024. These initiatives were instrumental in strengthening supply chain resilience and reducing dependency on external markets.

Humanitarian Action

In 2024, Europe and Central Asia navigated complex humanitarian contexts shaped by significant refugee and migrant movements driven by conflicts, insecurity and limited opportunities. The region also faced frequent disasters, including earthquakes, flooding, landslides and mudslides, further intensified by the climate crisis. These multifaceted challenges required UNICEF to simultaneously manage diverse priorities – from emergency preparedness and response to strengthening national supply chain systems, solarization initiatives and digital innovations – often under resource constraints and operational complexities.

UNICEF launched an advanced software solution streamlining procurement processes, Acquire, in 2024, which boosted emergency supply efficiency. Additionally, the establishment of 173 national LTAs for 54 categories of strategic supplies and services strengthened emergency preparedness and responsiveness. In addition, the UNICEF logistics team in Ukraine developed a UNICEF warehouse inventory and management assessment tool.

“Acquire provides real-time visibility into contracting and post-contracting phases, drastically reducing tracking time and has made supply planning a live, responsive process.”

Khushdil Sulaimoni

Contracts Manager,
UNICEF Ukraine Country Office

LATIN AMERICA AND CARIBBEAN



Optimization

In 2024, UNICEF and DSV launched a three-year global partnership to enhance access to essential supplies for children. DSV is providing in-kind flights of humanitarian supplies in response to emergencies globally. In Latin America and Caribbean, DSV also supports efforts to strengthen national supply chains by funding performance assessments using the UNICEF Supply Chain Maturity Model. Insights from these assessments will guide investments and actions to address system gaps. This partnership exemplifies how private sector expertise can reinforce humanitarian and government systems.

In Bolivia, UNICEF improved local markets by launching a searchable platform of over 700 categorized suppliers. Thirty-five suppliers were trained on gender-sensitive practices and preventing sexual exploitation and abuse, with all signing a commitment to action. UNICEF also hosted a webinar with disability focal points to advance inclusive supply chain practices and launched a supplier survey to identify and promote approaches that remove barriers and enable broader participation.

Humanitarian Action

In 2024, UNICEF achieved record response times across Latin America and Caribbean. Supplies reached Cuba within 72 hours and Brazil within 24 hours of severe flooding. These rapid deliveries were made possible by pre-positioned supplies and the expansion of the Global Supply Hub in Panama City to include medical products, health kits and pharmaceuticals.

In Haiti, civil unrest and floods worsened an already critical humanitarian crisis, disrupting access and damaging infrastructure. UNICEF responded with clean water, cholera kits, nutrition supplies and hygiene items to address urgent health and food needs.

Hurricane Beryl, the earliest recorded Category 5 hurricane, struck the Caribbean in June and July with 266 km/h winds, causing major damage. Thanks to strong coordination, UNICEF swiftly coordinated the replenishment of contingency stocks in Barbados and delivered supplies to the hardest-hit areas in Saint Vincent and the Grenadines.

"Deploying with UNICEF to Haiti reinforced my commitment to humanitarian principles and revealed the power of coordinated response in emergencies. Overcoming barriers, building logistics under pressure, and collaborating across agencies deepened my commitment to humanitarian work and showed me the power of resilience and teamwork."

Pedro Ivo Carvalho de Oliveira

Supply and Logistics UNV Specialist
UNICEF Latin America and Caribbean
Regional Office

MIDDLE EAST AND NORTH AFRICA



Procurement

Extensive regional market assessments for key supplies including hygiene and winter kits, generators, assistive technologies and complementary foods resulted in the establishment of multiple LTAs, empowering local manufacturers and improving procurement speed during emergencies. In addition, two major supplier conferences were held in Egypt and Jordan, attended by over 500 suppliers from a broad range of industries. Given the significant potential for local manufacturing and procurement in North Africa, a market assessment was conducted in Libya, with another underway in Algeria.

As part of Gavi's 2021-2025 strategy for middle-income countries (MICs), UNICEF supported Tunisia's introduction of the HPV vaccine.

"From the very beginning, UNICEF has always been the first to respond, providing access to essential supplies. These achievements, big or small, show that even at the worst of times, UNICEF's commitment remains unshaken."

Sospeter Baitwa

Supply and Logistics Manager,
UNICEF State of Palestine Country Office

Humanitarian Action

In 2024, UNICEF further strengthened its partnership with the European Union (EU), ensuring timely access to essential supplies for populations affected by major emergencies and jointly advocating for a more strategic approach to supply chain management. Through a new joint mechanism and an EU-funded stockpile at UNICEF's Global Supply Hub in Copenhagen, UNICEF supported the EU in delivering life-saving shipments to countries affected by conflict, including Lebanon, the State of Palestine and Syria.

UNICEF established a regional logistics hub in Jordan for the pre-positioning of emergency supplies to facilitate rapid response to crises in the region. UNICEF also established additional warehouse capacity in Jordan with over \$17 million worth of emergency supplies for the State of Palestine emergency response.

In 2024, countries across the Middle East and North Africa were among the main recipients of in-kind support through Containers of Hope by the CMA CGM Foundation. Globally, the Foundation supported the transport of 750 containers carrying essential supplies for children to 35 countries. These in-kind contributions supported UNICEF's response to malnutrition, disease outbreaks and education needs in fragile and emergency settings.

SOUTH ASIA



Procurement

In 2024, the South Asia Regional Sustainable Procurement Working Group was launched to accelerate capacity building and drive strategic thinking related to sustainable procurement across all countries in the region. Numerous activities were undertaken in support of this objective, including a supplier conference held in India, a market survey in that included sustainability criteria in Bangladesh, a Safeguarding with Suppliers workshop in Pakistan and the identification of women-led organizations through a UNICEF-led One UN initiative in Sri Lanka.

In 2024, UNICEF strengthened emergency preparedness in South Asia, particularly in Afghanistan, by building local pharmaceutical procurement capabilities. Through technical collaborations and strategic investments, UNICEF supported local procurement and issued expressions of interest towards regional LTAs, greatly improving access to essential medicines and health services amid recurrent emergencies.

Optimization

UNICEF supported the Government of Bangladesh to improve warehousing through refurbishment and implementation of simple digital solution to track inventory. UNICEF is utilizing this space for pre-positioning, providing a collaborative approach not only to emergency preparedness but also to capacity building.

Nepal was the first country in the region to adopt the ADEPT programme, leveraging existing systems to streamline operations and reduce delays in the delivery of essential health supplies.

"As part of the United Nations Joint Procurement Team in Sri Lanka, I helped lead the gender-responsive procurement initiative to support women-owned small and medium enterprises. Traditional market surveys were costly and time-consuming, so we introduced a simplified, cost-effective approach: a public expression of interest advertised through newspapers and social media, requiring registration in the United Nations Global Marketplace (UNGM). The initiative generated 41 submissions and resulted in a verified list of 31 women-led companies, now available to all United Nations agencies for use in supply solicitations. By requiring registration on the UN Global Marketplace, we also opened doors for these businesses beyond Sri Lanka. Our team's willingness to try new methods made all the difference in getting this initiative off the ground. It is exciting to see more women's businesses getting the attention they deserve in procurement."

Mohan Wickramasinghe

Supply Officer,
UNICEF Sri Lanka Country Office

WEST AND CENTRAL AFRICA



Humanitarian Action

With in-kind transport support from Flexport.org, UNICEF High Performance Tents were swiftly delivered to Niger, supporting the emergency response to devastating floods and providing displaced communities with immediate access to safe, temporary shelter and health facilities as well as educational and recreational areas for children. UNICEF's global partnership with Flexport.org provides logistics solutions to ensure that the right supplies reach the right places at the right time.

In 2024, escalating violence and displacement in the Democratic Republic of the Congo placed millions at heightened risk, particularly in the eastern provinces. UNICEF rapidly scaled up its supply response, dispatching critical emergency items including RUTF, emergency health kits, educational materials, and vaccines to support outbreak response and safeguard children's health.

Strategic pre-positioning of \$9 million worth of RUTF in Burkina Faso and Nigeria accelerated responses to nutrition emergencies, significantly reducing lead times and improving child nutrition outcomes during crises.

Optimization

UNICEF conducted a comprehensive supply chain maturity assessment in the Democratic Republic of the Congo in 2024, resulting in a robust national resilience plan for 2025–2033. This initiative aims to strengthen national supply capacities, enhance resilience and support long-term child survival and development objectives.

The electronic Supply Management Tool (eSMT), a UNICEF and WHO digital solution designed for countries in fragile contexts, was adopted by the Democratic Republic of the Congo in 2024 for the first delivery of mpox vaccines and supported the transition away from spreadsheet-based supply chain management.

"The Health Emergency Facility (HEF) can be rapidly deployed to provide screening, isolation and essential care during disease outbreaks, preventing deadly epidemics from spreading further. Being part of the HEF project in Ghana was a truly rewarding experience. What made this extraordinary was the seamless collaboration with our partners including the Government of Ghana, WHO, Médecins Sans Frontières, World Food Programme and the Téchne Network. This project was a testament to how strong we are when we come together with shared purpose and determination."

Honorine Niyomana

Supply and Procurement Manager,
UNICEF Ghana Country Office

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Annexes

UNICEF global procurement statistics

ANNEX 1

UNICEF procurement by country/area of invoice and US\$ value, aggregating local, country-to-country, and international procurement.

ANNEX 2

UNICEF procurement by country/area, supplier, and category, giving separate US\$ values for local, country-to-country and international procurement (orders with a combined value of over \$100,000).

ANNEX 3a

Destination countries/areas for UNICEF procured commodities, aggregating local, country-to-country and international procurement.

ANNEX 3b

Destination countries/areas where services were used, aggregating local, country-to-country and international procurement.

ANNEX 4

Number of companies invited to bid by UNICEF Supply Division for international procurement responses received by country/area



Annexes of the UNICEF Supply Annual Report 2024 are accessible by scanning the QR code or following the URL: <https://www.unicef.org/supply/media/23716/file>

LOCAL

Supplies and services procured by country offices for local delivery and subject to the principle of competitive bidding from local suppliers.

COUNTRY-TO-COUNTRY

Supplies and services procured on behalf of another country, or international procurement by country or regional offices, and subject to the principle of competitive bidding.

INTERNATIONAL

Supplies and services procured by Supply Division, or by country offices through direct order arrangements, or by other headquarter divisions, and subject to the principle of international competitive bidding.

For a list of contracts awarded at or above the value of \$100,000 by UNICEF Supply Division, visit www.unicef.org/supply/contract-awards.

For further information on the work of UNICEF in markets to secure the rights of children, visit <https://www.unicef.org/supply/markets-influencing>.

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