UNICEF Supply Annual Report 2025

SUPPLY IN FOCUS



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Cover photo: students at Sri Sakthi Vidyalaya in Batticaloa, Sri Lanka, use hand lens magnifiers provided by UNICEF to support hands-on learning. By engaging directly with the materials, students can observe and better understand scientific concepts, fostering a deeper appreciation for science in their everyday studies.

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Students play in their schoolyard at Halima Sadiya Primary School in Faizabad, Badakhshan Province in northeastern Afghanistan. Across Afghanistan, UNICEF supports schools like Halima Sadiya by providing education supplies. UNICEF is committed to ensuring that every child has access to quality education.

Foreword



Khadija, 6 months, smiles while her mom, Safiya, carries her in Kaduna State, Northern Nigeria.

In 2025 – a year marked by instability, conflict, disease outbreaks, and climate shocks – supplies remained a lifeline for children and families. In both development programmes and humanitarian action, supplies have been critical to protecting and realizing the rights of children across the world.

With an unwavering focus on children, in 2025 UNICEF and partners continued to leverage end-to-end supply chain capabilities – from procurement and financing to delivery and system strengthening – to reach children and their families with lifesaving supplies and services, wherever they are.

This report presents supply results for children achieved in close collaboration with partners across the globe, with a special focus on four areas:

Strategic procurement: UNICEF procured over $5.677 billion in supplies and services across 164 countries, while increasing access through innovative supply financing mechanisms, and a diversified base of over 12,000 suppliers worldwide.

Global logistics and warehousing: As a trusted partner in large-scale logistics, UNICEF leveraged its global network for speed, scale and cost-efficiency, handling 11,431 international shipments and operating 333 warehouses around the world, while advancing more sustainable delivery models.

Humanitarian action: In a year marked by overlapping emergencies, UNICEF and partners enabled the rapid delivery of $1.442 billion worth of life-saving supplies to 67 countries, sustaining continuity of care for children affected by conflict, displacement, and crises.

Supply chain optimization: UNICEF continued to strengthen national supply systems through localization efforts, and to optimize global supply chains with its digitalization drive and commitment to sustainability.

In parallel, groundwork was laid in 2025 to strengthen coordination and efficiency in humanitarian supply chains. In response to the Secretary-General's call to action, United Nations partners, including UNICEF, came together to develop an integrated approach to supply chains in complex environments. The approach builds on inter-agency collaboration and leverages existing strengths to offer shared, high-performing supply chain services to deliver as one United Nations supply chain system in three categories: coordinated procurement, optimized global logistics, and harmonized in-country logistics.

Stronger supply chains mean more focused and impactful delivery for children and their rights. As we reflect on 2025, we reaffirm our commitment to ensuring that every child, everywhere, can access the supplies and services they need to survive and thrive – supported by strong and agile supply chains.



Leila Gharagozloo Pakkala
Director, UNICEF Supply Division



UNICEF IMPACT RESULTS 2026 – 2029

10 million child lives saved and at least **500 million** children healthy, well-nourished and developmentally on-track

350 million more children and young people learning and skilled

100 million fewer children in multidimensional poverty

350 million children protected from violence

500 million children are better protected from disasters, climate and environmental risks

UNICEF SUPPLY FUNCTIONS

GLOBAL STANDARD SETTING

Establish global policies, procedures, guidance, quality standards and benchmarks across the global supply chain.

DEMAND PLANNING AND FORECASTING

Anticipate future demand to support resource allocation, strategic procurement and market shaping efforts to increase operational efficiency.

FINANCING FOR SUPPLIES AND SERVICES

Establish financing partnerships to improve access to essential supplies and services.

MARKET INFLUENCING

Influence markets for greater accessibility, affordability, and innovation in goods and services.

SPECIALIZED PRODUCT MANAGEMENT

Assess product specification and suitability, and compliance with standards.

QUALITY ASSURANCE

Ensure products and services meet required safety, efficacy, and compliance standards.

STRATEGIC PROCUREMENT

Influence markets and leverage supplier relationships to enable the delivery of affordable, available, quality-assured and sustainable supplies and services.

PROCUREMENT SERVICES

Procure essential supplies and services in support of, and on behalf of, governments and partners.

PRODUCT INNOVATION

Develop, introduce, or promote products tailored to programmatic needs.

WAREHOUSING

Ensure effective inventory management and supply storage.

GLOBAL TRANSPORTATION

Strengthen capacity to manage international shipping and logistics.

SUPPLY CHAIN SYSTEMS STRENGTHENING

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

IN-COUNTRY LOGISTICS

Optimize last-mile delivery, warehousing, clearance and distribution within countries.

STRATEGIC PROCUREMENT AND DELIVERY





A child receives a polio vaccine in Jabalia, Gaza, State of Palestine, during a vaccination campaign aimed at containing a polio outbreak.

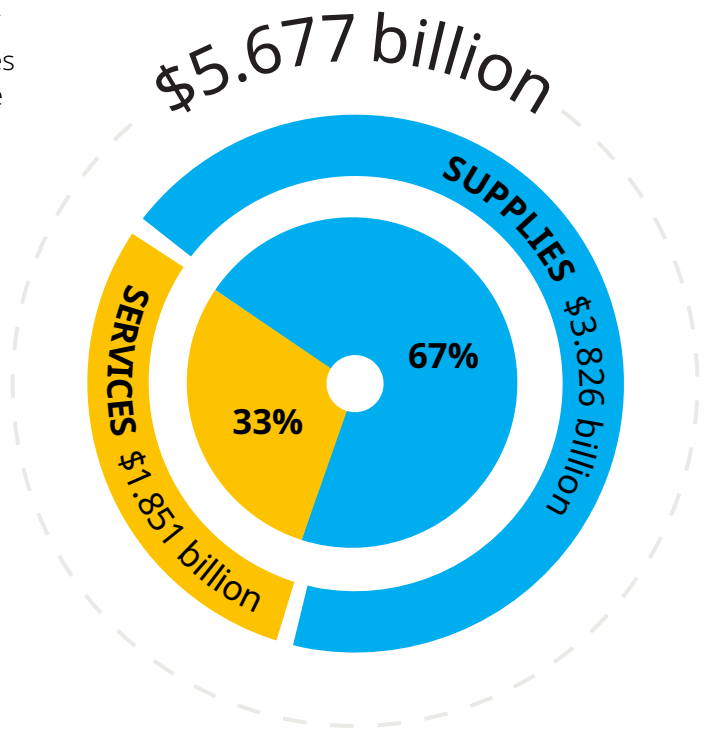
UNICEF procurement results in 2025

In 2025, UNICEF procured $5.677 billion worth of supplies and services for children in 164 countries and territories, marking a slight increase from the previous year and continuing an upward trend in procurement driven by growing humanitarian and development needs and enabled by strategic partnerships, enhanced localization efforts, digital transformation and a deepened focus on sustainability.

53.8 per cent of supplies were procured in collaboration with United Nations agencies.

The procurement of supplies and services from suppliers registered in programme countries* amounted to $3.405 billion or 60 per cent.

*This figure reflects the suppliers' country of registration only.













SERVICES

$302 million	Construction services
$229 million	Contracted personnel**
$164 million	In-country logistics and warehousing
$163 million	International freight
$137 million	Water, sanitation, and hygiene services
$113 million	Cash and voucher assistance

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

















SUPPLIES

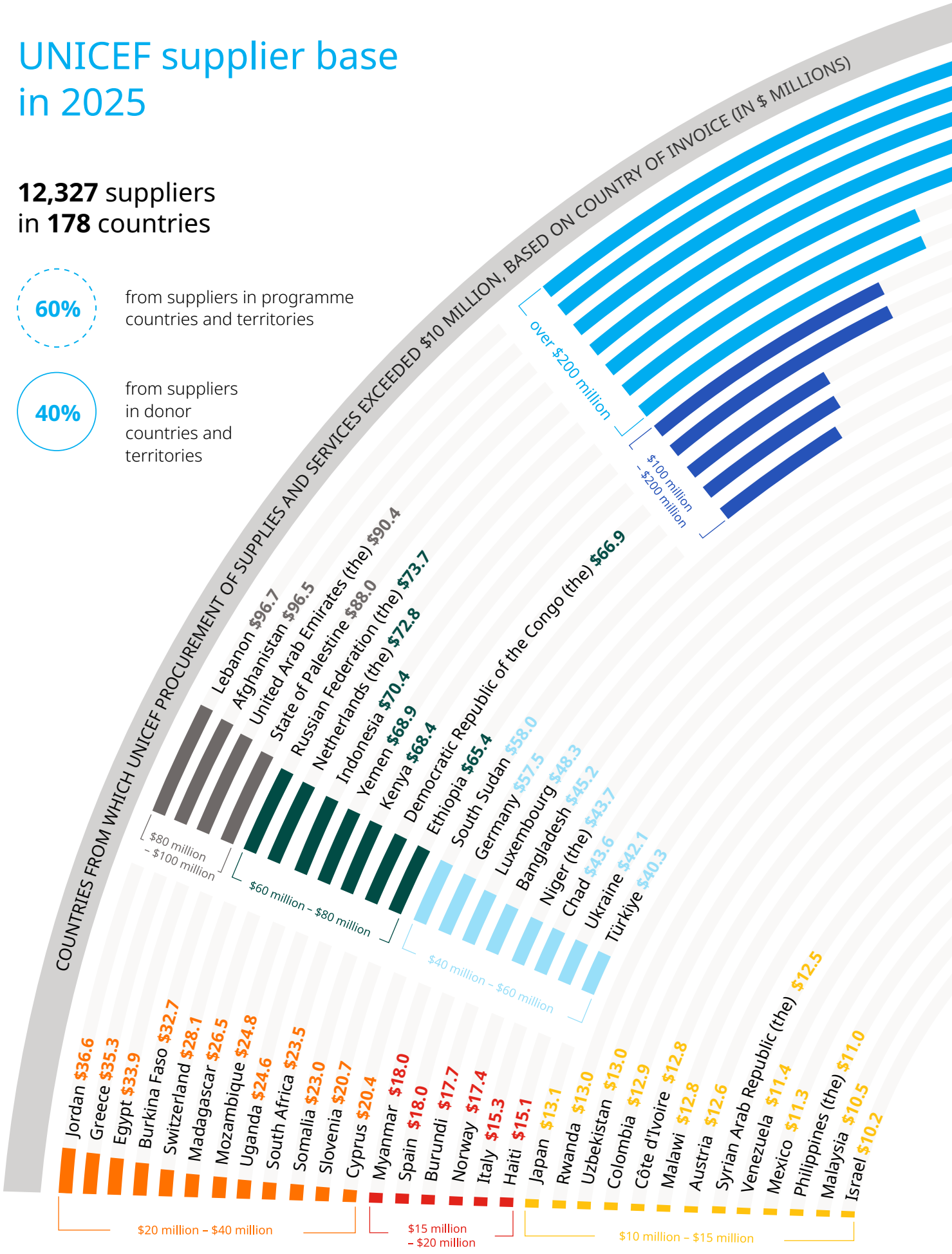
$2.446 billion	Vaccines
$278 million	Nutrition
$167 million	Pharmaceuticals
$163 million	Medical supplies and equipment
$154 million	Water, sanitation, and hygiene
$144 million	Cold chain equipment
$113 million	Education supplies
$48 million	Shelter and field equipment
$35 million	Power generation
$26 million	Clothing and footwear

UNICEF supplier base in 2025

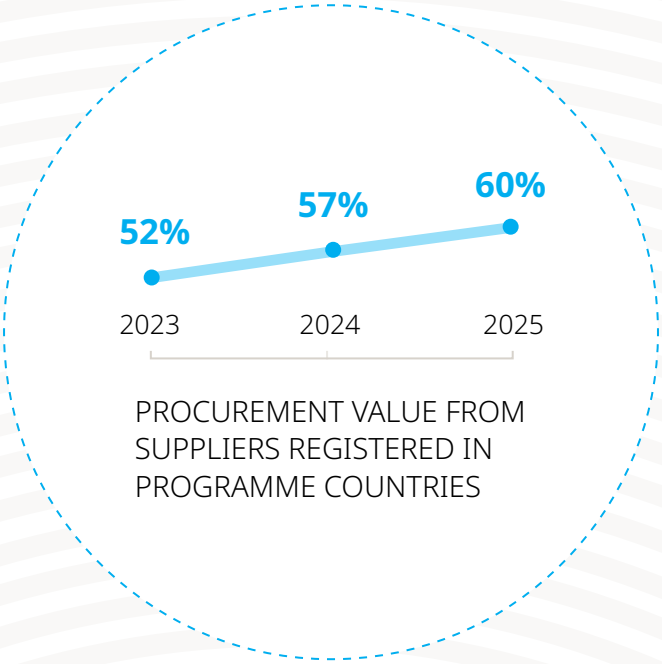
12,327 suppliers in **178** countries

60% from suppliers in programme countries and territories

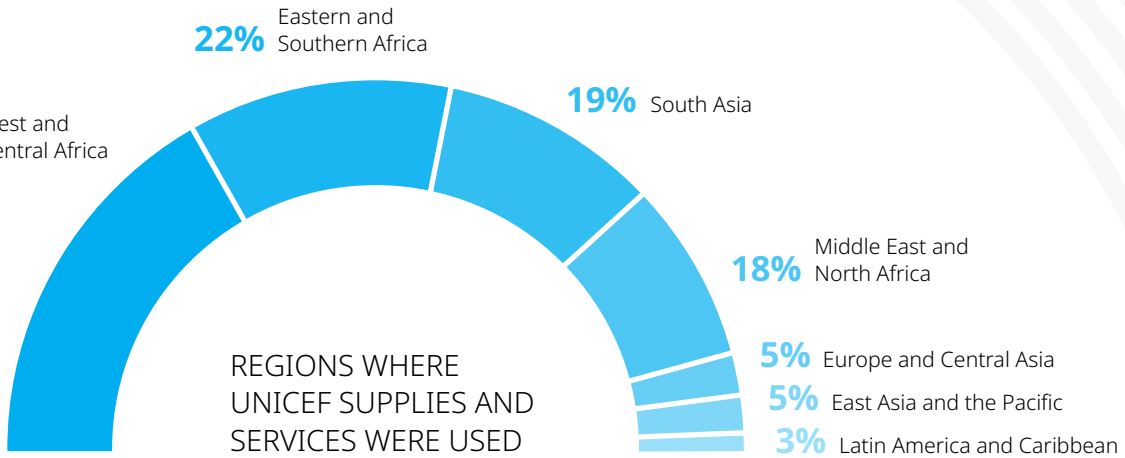
40% from suppliers in donor countries and territories



United States of America (the) $734.9
United Kingdom of Great Britain and Northern Ireland (the) $630.9
India $345.2
Belgium $328.0
Denmark $314.9
Singapore $233.2
China $226.2
Republic of Korea (the) $187.1
France $184.0
Pakistan $119.2
Sudan (the) $114.7
Nigeria $102.8



PROCUREMENT VALUE FROM SUPPLIERS REGISTERED IN PROGRAMME COUNTRIES



REGIONS WHERE UNICEF SUPPLIES AND SERVICES WERE USED

Supply financing

Financing is essential to the affordability and availability of essential supplies. UNICEF offers supply financing tools to support governments and partners. Designed to address a range of needs, including pre-financing, bridge financing, and match funding, these instruments are deployed to bridge gaps in domestic budget disbursements or to establish special contracting arrangements with manufacturers to secure sufficient supply quantities. UNICEF also offers risk underwriting expertise.

PROCUREMENT SERVICES

In 2025, UNICEF provided Procurement Services to governments and other development partners resulting in $2.710 billion worth of supplies and services delivered to 113 countries.



Fetiah, 4, receives a polio vaccine during a house-to-house campaign in Jigjiga, Ethiopia, part of a national campaign targeting nearly 14 million children.

87 self-financing governments

Gavi, the Vaccine Alliance
74 countries

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

United Nations agencies
47 countries

Non-governmental organizations
41 countries

International financial institutions
27 countries

The Global Fund
24 countries

THE VACCINE INDEPENDENCE INITIATIVE

Through the Vaccine Independence Initiative (VII), UNICEF and partners pre-financed $226 million in 2025 across 35 countries, enabling timely access to essential vaccines and reducing stock outs. A pre-financing tool, VII allows national governments to place orders before transferring their own domestic funding to UNICEF, which is then reimbursed once domestic funds are available. Pre-financing interventions accelerate the availability of supplies by several months, avoiding stock outs, and thus enabling programmes for children to proceed while giving national governments the flexibility to repay after supply delivery. VII has improved children's access to essential supplies, speeding up the delivery of over $1.7 billion worth of supplies for more than 100 countries since 2020.

In 2025, the UNICEF Executive Board extended VII through 2030, adding two new funds – the High Impact Window and the Public Health Emergency Window – and increasing the overall capitalization ceiling to $450 million to meet growing demand for flexible financing. Under the new structure, the core revolving fund increases to $250 million, complemented by a $200 million High Impact Window and a dedicated unfunded Public Health Emergency Window to support rapid response at scale.

GLOBAL PLATFORM FOR ACCESS TO CHILDHOOD CANCER MEDICINES

The Global Platform for Access to Childhood Cancer Medicines (Global Platform) is a joint collaboration between St. Jude Children's Research Hospital, the World Health Organization (WHO), UNICEF and PAHO. Through the Global Platform, UNICEF is working with partners to address childhood cancer inequities by helping low- and middle-income countries (LMICs) access quality cancer medicines for children.



The Global Platform is a multi-year partnership with an initial investment of $200 million with plans to scale-up to additional countries with additional investments beyond 2027. In 2025, UNICEF procured and delivered 39 formulations of pediatric oncology medicines to Jordan, Mongolia, Nepal, Uzbekistan and Zambia, and contributed to the development of key platform strategies including for market shaping.

THE CHILD NUTRITION FUND

The Child Nutrition Fund (CNF) Match Window is 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. In 2025, CNF continued to provide one-to-one matching for government co-financing of nutrition supplies, sustaining domestic investment and timely access. The Match Window utilized $18.9 million across 23 subscribing countries in 2025.

Through the CNF, the Gates Foundation, Kirk Humanitarian, and UNICEF launched a $50 million matching mechanism in 2025 to accelerate multiple micronutrient supplementation (MMS) scale-up in priority countries. This innovative financing model helps unlock additional domestic resources for governments and partners, enabling wider access to high-quality MMS. Additional financial support for the mechanism's operational and implementation needs is also provided by the Bezos Family Office, Children's Investment Fund Foundation, and the Gates Foundation.

Delivery

Health and immunization

VACCINES

In 2025, UNICEF delivered 3.223 billion vaccine doses to 103 countries, ensuring a stable supply for routine immunization, preventive campaigns and outbreak responses worldwide. UNICEF supported 28 new vaccine introductions across country immunization programmes. This included the continued scale-up of two critical vaccines, with eight countries introducing the malaria vaccine and 10 countries introducing the HPV vaccine into their national schedules.
UNICEF rapidly responded to disease outbreaks in 2025. This included 779 million vaccine doses for polio in 27 countries and 60.65 million cholera vaccine doses in 16 countries.

UNICEF continued to support the implementation of the Big Catch-Up – a global effort to restore routine immunization coverage following COVID-19 disruptions – delivering more than 186 million doses of Gavi-supported vaccines and 46 million doses of bivalent oral polio vaccine (bOPV) to 36 countries in 2025.

UNICEF continued its close engagement with the vaccine industry in 2025. In September, UNICEF hosted its annual Vaccine Industry Consultation, bringing together over 250 participants from over 70 vaccine manufacturers and partners, providing a unique platform for collaboration, market alignment and exchange on key issues shaping vaccine markets. This was complemented by a roundtable with chief executive officers from the vaccine manufacturing industry and Gavi, the Vaccine Alliance, partners on strategic priorities.

IMMUNIZATION SUPPLIES DELIVERED IN 2025

3.223 billion
total vaccine doses delivered to 103 countries

916.55 million
syringes to75 countries

848.66 million
auto-disable syringes

67.89 million
re-use prevention syringes

10.52 million
safety boxes

153,972
vaccine carriers and cold boxes

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.

- Routine immunization
- Campaigns
- Outbreak response

- **BCG** 146.96 million
- **Cholera vaccine** 60.65 million
- **COVID-19 vaccine** 8.59 million
- **Diphtheria-containing vaccines*** 345.72 million
- **Ebola vaccine** 50,200
- **Hepatitis A vaccine** 839,950
- **Hepatitis B vaccine** 24.35 million
- **Hib vaccine** 53,150
- **HPV vaccine** 56 million
- **Influenza vaccine** 1.05 million
- **Japanese encephalitis vaccine** 2.73 million
- **Malaria vaccine** 31 million
- **Measles-containing vaccines** 468 million
- **Meningococcal vaccines** 37.82 million
- **Mpox vaccine** 829,710
- **Pneumococcal conjugate vaccine** 175.29 million
- **Polio vaccines** 1.582 billion
- **Rabies vaccine** 439,130
- **Rotavirus vaccine** 104.43 million
- **Typhoid conjugate vaccine** 102.83 million
- **Yellow fever vaccine** 72.55 million

* Pentavalent/Hexavalent, DTP, DT, Td vaccines

THE COLD CHAIN EQUIPMENT OPTIMIZATION PLATFORM



The journey of a vaccine through the supply chain is complex. Because most vaccines are sensitive to heat and light, they must be transported and stored under carefully controlled conditions to maintain their quality and potency. This requires reliable cold chain equipment.

As part of a strategy to strengthen vaccine supply chains and achieve better immunization coverage and equity of access, the Cold Chain Equipment Optimization Platform (CCEOP) invested $450 million to strengthen immunization cold chain systems across 55 countries and territories from 2016 to 2025, substantially improving access to immunization services for over 123 million children under five living mostly in remote areas. Key to this impressive result was the availability of solar direct drive refrigerator technology of which the CCEOP enabled to roll out on a large scale.

Funded primarily by Gavi, the Vaccine Alliance, with joint investment contributions from the national ministries of health, the World Bank, and the MasterCard Foundation in collaboration with Africa CDC, CCEOP works to modernize and expand national cold chain capacity and ensure the safe and reliable storage of vaccines. As a key procurement partner, UNICEF supported the sourcing and deployment of cold chain equipment. The platform achieved its objective, despite challenges related to demanding application process, co-financing delays, implementation complexity, and evolving technical requirements.

Over 90%
refrigerators and freezers installed in health facilities providing immunization services, with the remaining units placed in district, subnational and national storage facilities

12,000
additional devices expanded cold chain capacity in existing health facilities

36,000
facilities that previously had no cold chain storage equipped with devices

44,000
outdated devices replaced

60% solar powered

92,000
high-performing refrigeratorsand freezers

SUPPLIES DELIVERED THROUGH THE CCEOP

94,000
passive devices

116,000
temperature monitors

12,000
remote temperature monitoring devices

SOLARIZATION OF HEALTH FACILITIES

UNICEF significantly increased renewable energy investments in 2025, doubling solar procurement compared to the previous year with purchase orders covering approximately 1,200 health facility sites – strengthening energy access while reducing reliance on fossil fuels. Green building principles were integrated into construction planning, with technical advisory support provided to 43 UNICEF country offices.

5 million
KITS DELIVERED TO 101 COUNTRIES



515,342
Health kits delivered to 68 countries

1.56 million
Education kits delivered to 67 countries

2.93 million
WASH & dignity kits delivered to 60 countries

ASSISTIVE TECHNOLOGY



In 2025, UNICEF reached a record 933,786 children with assistive technology and other inclusive supplies that help remove barriers faced by children with disabilities. These supplies enable mobility, communication, learning, and participation. This represents an increase of more than 500 per cent compared to the number of children reached in 2024.

Nearly a million children were reached with assistive technology and other inclusive supplies in 2025 including Thinn Thant Twal, 8, in Myanmar.

UNICEF also expanded its assistive technology portfolio in 2025, adding 31 vision products to the UNICEF Supply Catalogue and updating its existing hearing portfolio. These updates support UNICEF's global strategic goal of screening 90 million children for vision and hearing impairments by 2029.



OXYGEN-AS-A-SERVICE

Oxygen-as-a-Service (O2aaS) is an innovative procurement model that delivers oxygen as a service rather than a one-time equipment purchase, helping close critical gaps in primary health care settings, where only around 12 per cent of facilities typically have oxygen available.

Implemented in Uganda in partnership with the Ministry of Health, the model contracts suppliers to install, maintain and monitor systems, with payments linked to performance and near-continuous availability. Piloted in 35 facilities across the country since March 2024, O2aaS reached an estimated 6,000 children and newborns in 2025 and achieved near-100 per cent system uptime, improving reliability of care and reducing reliance on oxygen cylinders.

Education

NEW AND IMPROVED UNICEF EARLY CHILDHOOD DEVELOPMENT KIT

In 2025, UNICEF finalized the redesign of its Early Childhood Development (ECD) kit for Emergencies through a co-design process with UNICEF teams, country offices and behavioural science experts. Based on evaluation findings, the revision addressed barriers to usage, accessibility and frontline user capacity, while strengthening inclusion, play-based facilitation, caregiver engagement, contextualization, and packaging and design. The updated kit focuses on children aged 3–6 years, while remaining safe and usable for younger and older children. The kit includes 28 play items and a redesigned, more visual and user-friendly activity guide.



Water, sanitation, and hygiene

In 2025, UNICEF procured $291 million worth of water, sanitation and hygiene (WASH) supplies and services across the globe.

COUNTRY EXAMPLE

In Cambodia's remote northeast region, WASH facilities were upgraded in schools with UNICEF's support in 2025. The once cramped and dark bathrooms were replaced with spacious and light-filled facilities with separate rooms for boys, girls and students with disabilities. The new hand-washing stations also have soap, clean water and large mirrors. These improvements are part of a wider effort across four northeastern provinces, where UNICEF has supported water systems, latrines and hygiene facilities in 22 multilingual education schools, benefiting over 3,800 students in underserved communities.

Before, the bathrooms were not clean, and we didn't have soap. Now, everything is different. We study, we play, and we stay healthy.

Chac Chin, 13.



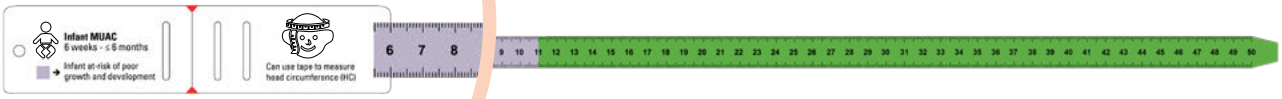
Nutrition



READY-TO-USE THERAPEUTIC FOOD

More than 76,000 metric tons (over 5.5 million cartons) of life-saving ready-to-use therapeutic food (RUTF) were delivered to support national nutrition programmes in 68 countries, with 63 per cent of the total procured from suppliers in programme countries.

MOTHER–INFANT MID-UPPER ARM CIRCUMFERENCE TAPE



Indicates that the infant is at risk of poor growth and development and needs referral to a health facility to assess if they have acute malnutrition, are underweight or have other medical or feeding problems

Indicates that the infant is not currently at risk of poor growth and development

UNICEF advanced community-based nutrition screening in 2025 through innovative tools such as the double-sided mother–infant mid-upper arm circumference (MUAC) tape, designed to enable the rapid assessment of the nutritional status of both infants and mothers. Screening mothers alongside infants is critical, as maternal undernutrition is strongly associated with low birthweight, poor infant growth and increased risk of illness and mortality. The tape allows screening of infants as young as 6 weeks, as well as mothers, using a 21 or 23 cm cut-off, strengthening early detection across the mother–child continuum. Colour-coded and easy to use, the tape supports frontline workers and caregivers to identify infants at risks of poor growth and development in seconds; especially important in low-resource settings. The design also allows for measurement of the infants' head circumference to help track brain development. Its durable, reusable design and clear visual instructions make it well suited for large-scale deployment, helping bring life-saving screening closer to communities and improving timely referral to care.



COMPLEMENTARY FEEDING BOWL AND SPOON

In 2025, the UNICEF complementary feeding bowl and spoon reached over 500,000 children across 7 countries, supporting improved infant and young child feeding practices at scale. The bowl and spoon are designed to help caregivers measure appropriate food portions and prepare nutrient-dense meals for children. Building on field feedback, an inclusive version 2.0 was developed to further improve usability and accessibility, supporting UNICEF's efforts to promote healthy diets and improve nutrition outcomes for children during the critical early years of life.

MULTIPLE MICRONUTRIENT SUPPLEMENTATION

In many hard-to-reach and emergency settings, pregnant women receive only basic iron and folic acid supplements, if they receive any at all. MMS provides a more comprehensive set of essential vitamins and minerals to support healthy pregnancy and child development. UNICEF works with suppliers to ensure MMS meets high quality standards, while supporting governments to strengthen supply chains and equip health workers to deliver these critical interventions. Through its market-shaping efforts, UNICEF is helping to build a healthier, more competitive global MMS market, expanding access so more women can benefit from these life-saving nutrients.

In 2025, UNICEF delivered 1.9 billion MMS tablets to 27 countries, enough to reach around 10.5 million pregnant women while continuing to work with partners to expand local manufacturing capacity and improve demand visibility of upcoming orders for suppliers. In the same year, MMS was recognized as one of TIME's Best Inventions, highlighting the collective efforts of the Gates Foundation, Kirk Humanitarian, the United Nations University, WHO, UNICEF, and partners across academia and the public sector to address a major global health inequity.

To further strengthen supply, Kirk Humanitarian and UNICEF also established a dedicated global MMS stockpile of 2 million bottles at the UNICEF global supply and logistics hub in Copenhagen. This reduces lead times and enables faster, more reliable delivery to countries.

VITAMIN A

In 2025, UNICEF delivered nearly 488 million vitamin A capsules (VACs) to 75 countries, enough to reach more than 240 million children with the recommended two annual doses of this life-saving supplement. Vitamin A supplementation is a WHO-recommended intervention proven to reduce child illness and mortality caused by deficiency. For children, particularly those in remote or crisis-affected settings, these supplements provide critical support to healthy growth and strengthened immunity.

Most of these capsules – 460 million in 2025 – were made available through a long-standing donation programme funded by the Government of Canada and implemented by Nutrition International in partnership with UNICEF. This collaboration helps countries with the greatest needs to have reliable access to high-quality vitamin A for national child health programmes.

As a result, millions of children aged 6–59 months – especially those with limited access to essential health services – continued to receive the vitamin A they need to survive and thrive. This partnership remains a cornerstone of global efforts to improve child survival and nutrition.



A health worker provides counselling on MMS use to pregnant women in Vatovavy Region, Madagascar.

GLOBAL AND IN-COUNTRY LOGISTICS, TRANSPORT, AND WAREHOUSING





Nutrition supplies are loaded in Kinshasa for delivery to health facilities to support health workers treating malnourished children in Kasaï Province, the Democratic Republic of the Congo.

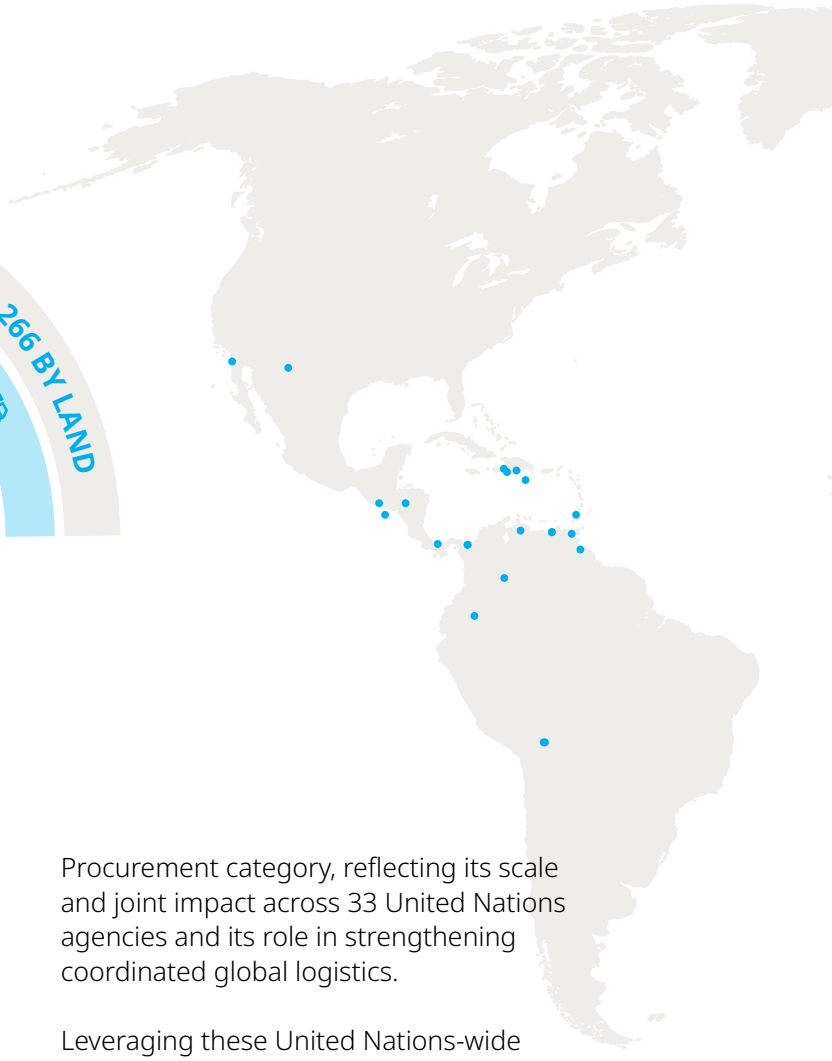
Logistics and transport

A trusted partner in large-scale logistics, UNICEF operates an extensive network designed for speed, scale, and cost-efficiency – handling 11,431 international shipments in 2025, supporting deliveries to 146 countries despite disruptions from conflict, climate events, and transportation challenges.

Spanning from manufacturers and global hubs to the last mile, UNICEF's capabilities include multi-modal transport (air, sea, and land), international and in-country logistics, and extensive experience navigating customs and regulatory requirements.

This logistics backbone supports access to essential supplies across both development and humanitarian contexts – including in fragile, remote, or hard-to-reach settings. In rapid-onset emergencies, for example, UNICEF aims to deliver supplies anywhere in the world within 72 hours of dispatch.





THIRD-PARTY LOGISTICS

To promote coordinated and cost-effective logistics solutions, UNICEF leads joint UN-wide tender initiatives for third-party logistics (3PL), freight forwarding on behalf of 33 agencies.

This approach was recognized at the United Nations Procurement Awards 2025, where the Sustainable Third-Party Logistics and Freight Forwarding Services initiative received the Gold Certificate in the Collaborative Procurement category, reflecting its scale and joint impact across 33 United Nations agencies and its role in strengthening coordinated global logistics.

Leveraging these United Nations-wide agreements established through UNICEF-led procurement enables savings on handling fees, carrier rates and overall supply chain costs, while mitigating risks related to rate increases.

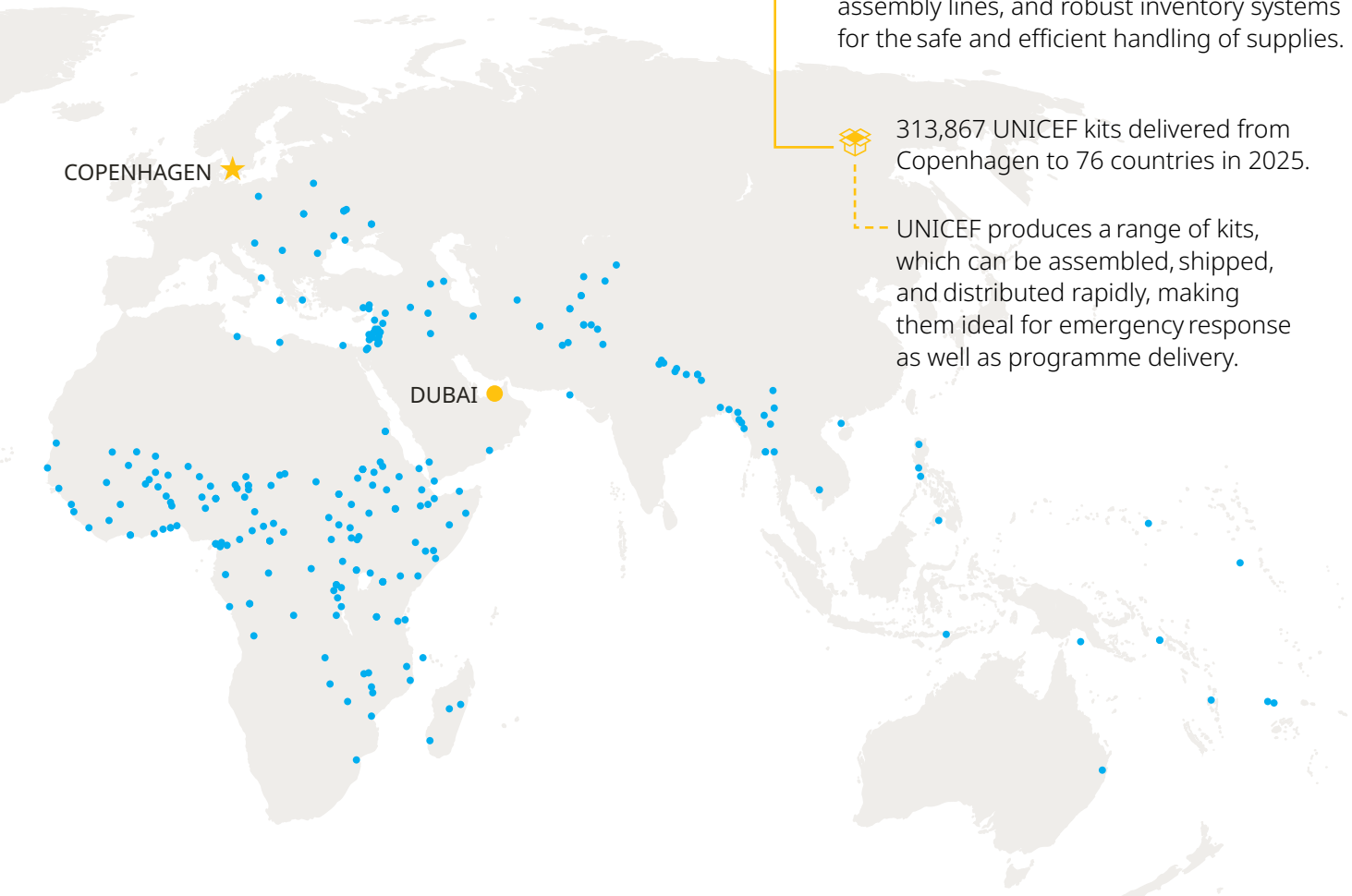
Global warehousing network

Central to UNICEF's end-to-end supply chains solutions is its extensive global warehousing network. The UNICEF global supply and logistics hub in Copenhagen serves as the organization's supply headquarters as well as its central logistics and distribution centre, supported by a global hub in Dubai and 333 regional and in-country warehouses across 90 countries containing strategically pre-positioned stock to facilitate swift response to emergencies.

The UNICEF global supply and logistics hub in Copenhagen includes the world's largest semi-automated humanitarian warehouse with Good Distribution Practice (GDP)-certified storage space, 36,000 pallet positions, a quality assurance lab, and emergency stockpiles for rapid deployment. Certified by the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO) as a Humanitarian Procurement Centre and licensed under GDP, it features temperature-controlled storage, kit assembly lines, and robust inventory systems for the safe and efficient handling of supplies.

313,867 UNICEF kits delivered from Copenhagen to 76 countries in 2025.

UNICEF produces a range of kits, which can be assembled, shipped, and distributed rapidly, making them ideal for emergency response as well as programme delivery.



WAREHOUSES

UNICEF operated within 333 warehouses in 2025, supporting the delivery of $740 million in supplies across 78 countries.

UNICEF GLOBAL SUPPLY AND LOGISTICS HUBS

$120.83 million in supplies were delivered to 120 countries and territories from UNICEF global supply and logistics hubs in 2025, including $111.17 million from Copenhagen.



ACCELERATED DELIVERY OF ESSENTIAL PRODUCTS TOGETHER

The Accelerated Delivery of Essential Products Together (ADEPT) initiative, a joint initiative by the Global Alliance for Trade Facilitation (the Alliance) and UNICEF, is transforming how essential supplies move across borders. By streamlining import and customs processes, ADEPT enables vaccines, medicines, and other critical supplies to reach people faster, particularly in times of urgent need.

Combining the Alliance's expertise in trade facilitation with UNICEF's global supply and logistics capabilities, ADEPT brings together governments, humanitarian and development partners, and the private sector, to improve systems, policies, and coordination to reduce delays, lower costs, and make supply chains and systems more efficient and resilient.

DELIVERING RESULTS IN-COUNTRY

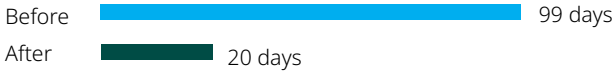
Nigeria is emerging as a leading example of how coordinated reform can transform importation processes. Significant improvements have been achieved through close collaboration between ADEPT and national partners – including the Ministry of Finance, Ministry of Health, Nigeria Customs Service, and private sector actors. Demurrage costs have dropped dramatically from around $2,500 to approximately $32 per container. Total clearance and return cycle times have been reduced from around 99 days to just 20 days.
These results reflect stronger coordination, improved understanding of regulatory frameworks, and targeted system optimization.



$ Demurrage per container



Clearance and return

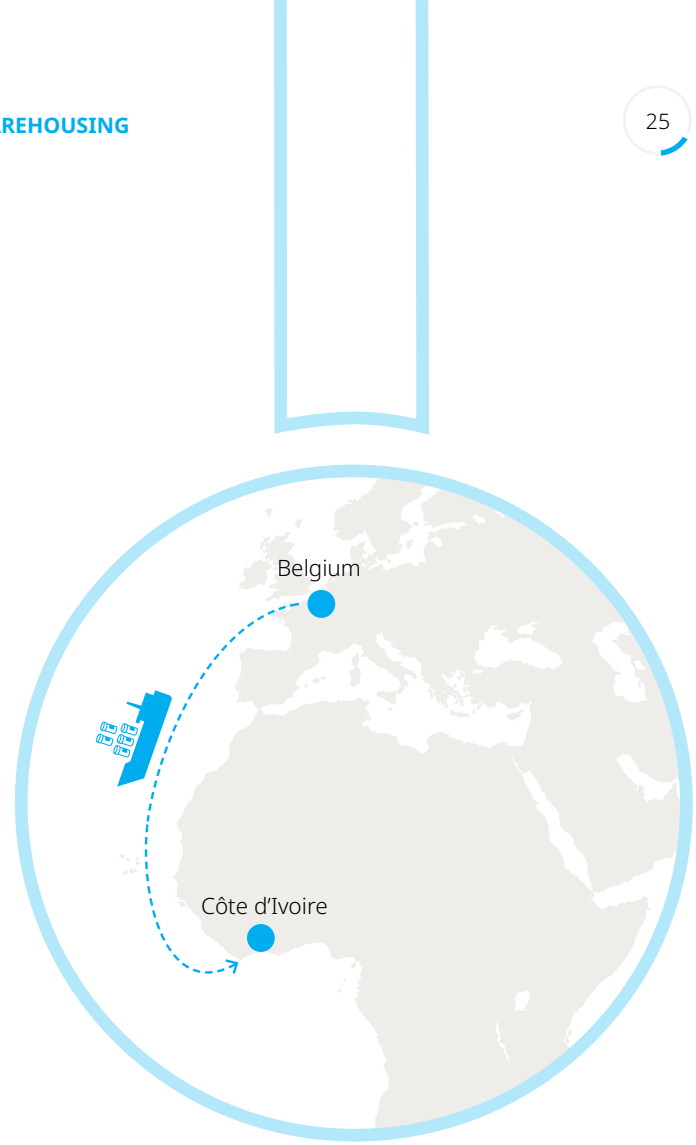


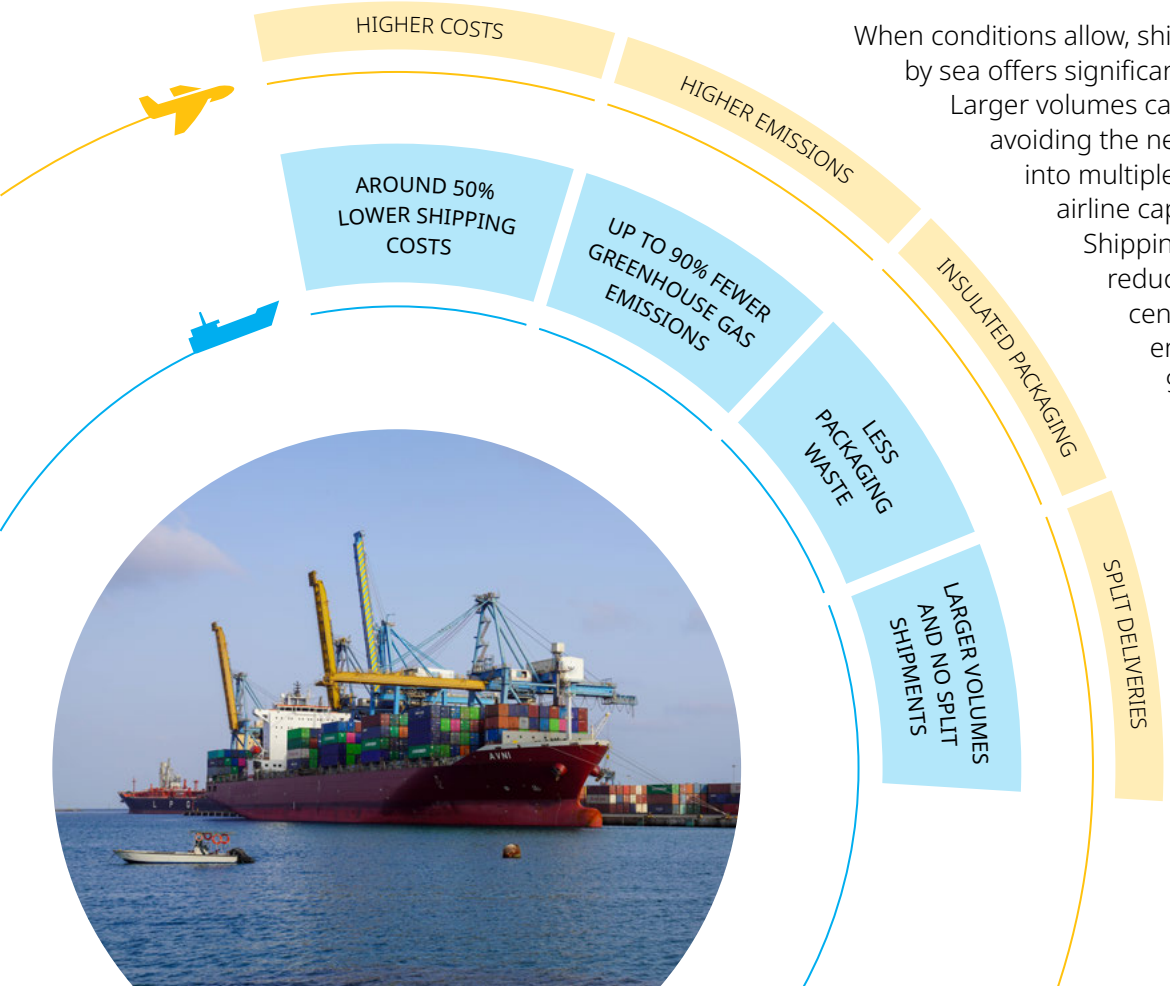
In Madagascar, ADEPT supported the integration of all UNICEF shipments into the country's digital National Single Window for import approvals. By aligning processes with national legislation and strengthening digital systems, approval times have been reduced from up to six months to less than one week. Shipments now clear more quickly on arrival, avoiding costly port storage and delays.

PILOT SHIPMENT OF VACCINES BY SEA

In 2025, UNICEF completed its pilot shipment of vaccines by sea from Belgium to Côte d'Ivoire, demonstrating its potential as a more sustainable alternative to air freight. Recognized as a sustainability case study at the Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC), the successful pilot demonstrates the potential for sea freight to complement air freight in shipments of vaccines.

Vaccines are typically transported by air because shorter transit times allow them to be shipped in insulated containers without active cooling. Sea freight, by contrast, involves longer journeys requiring temperature-controlled refrigerated containers with uninterrupted electricity to maintain cold chain conditions and safeguard product quality. The approach also depends on supplier readiness and appropriate shipping infrastructure, which has historically limited the use of sea freight for vaccines.





When conditions allow, shipment of vaccines by sea offers significant advantages. Larger volumes can be accommodated, avoiding the need to split deliveries into multiple shipments due to airline capacity constraints. Shipping costs can be reduced by up to 50 per cent, greenhouse gas emissions by up to 90 per cent, and packaging waste is minimized.


unicef



Louimène carries a hygiene kit that will support her and her grandchildren following Cyclone Melissa's landfall in Haiti. These kits were prepositioned in-country by UNICEF before the emergency.

SUPPLY PREPAREDNESS AND RESPONSE IN HUMANITARIAN ACTION AND FRAGILE CONTEXTS



Humanitarian action

In response to multiple highly complex emergencies in 2025, UNICEF delivered $1.442 billion in supplies to 67 countries. Approximately half of these supplies supported Level 2 and Level 3* emergencies, reflecting the continued and growing complexity and severity of global humanitarian needs.

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

TOP COMMODITY GROUPS

$670.26 million
Vaccines

$190.92 million
Nutrition

$139.32 million
Water, sanitation, and hygiene supplies

$94.77 million
Medical supplies and equipment

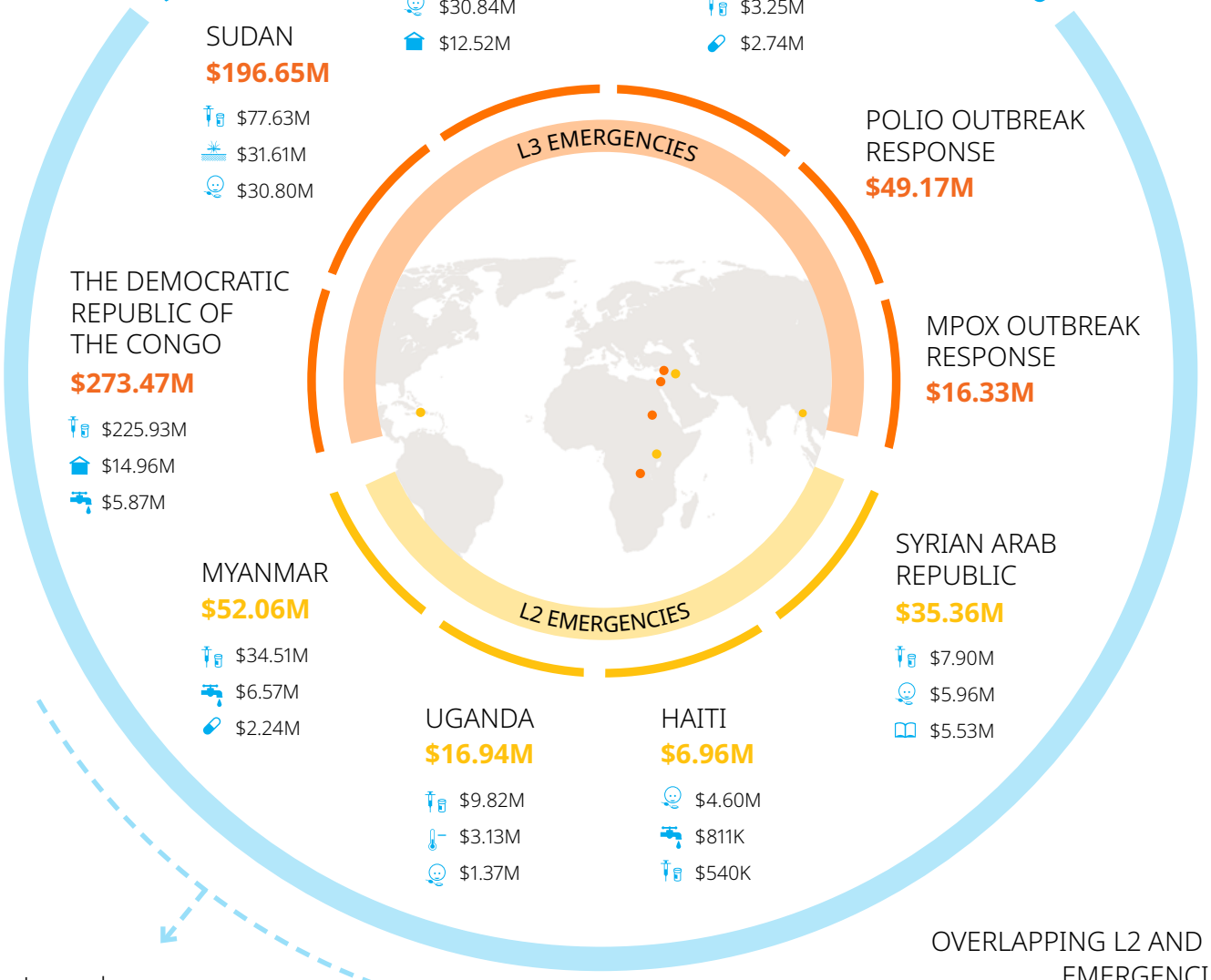
$93.56 million
Pharmaceuticals



Every hour counts when children's lives are at stake. We move supplies to save lives. I see the impact of our work firsthand. I see how our ability to deliver supplies shifts the curve of disease outbreaks and reduces malnutrition. That's the real power of humanitarian logistics.

Shoshat Osman,
UNICEF Sudan Logistics Officer

SUPPLY RESPONSE TO L2 AND L3 EMERGENCIES IN 2025



STATE OF PALESTINE
$135.19M
- $52.60M
- $30.84M
- $12.52M

LEBANON
$26.98M
- $6.82M
- $3.25M
- $2.74M

SUDAN
$196.65M
- $77.63M
- $31.61M
- $30.80M

POLIO OUTBREAK RESPONSE
$49.17M

THE DEMOCRATIC REPUBLIC OF THE CONGO
$273.47M
- $225.93M
- $14.96M
- $5.87M

MPOX OUTBREAK RESPONSE
$16.33M

MYANMAR
$52.06M
- $34.51M
- $6.57M
- $2.24M

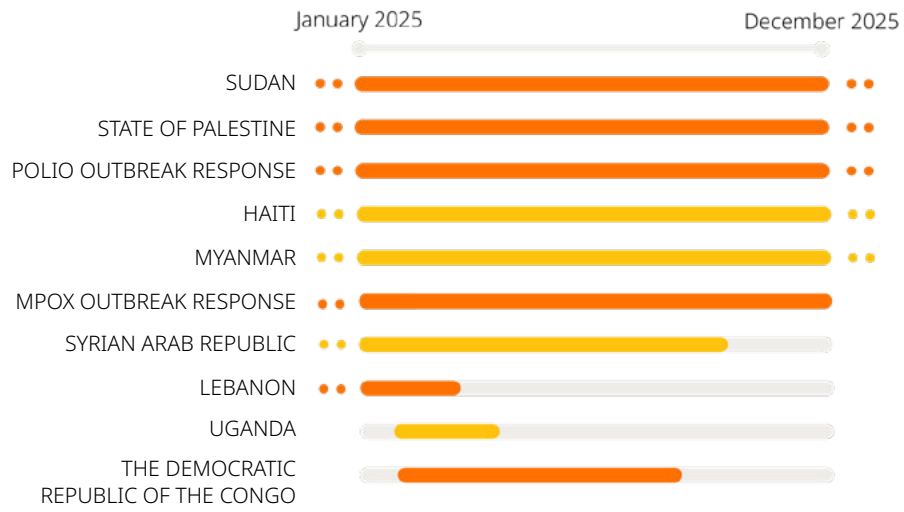
SYRIAN ARAB REPUBLIC
$35.36M
- $7.90M
- $5.96M
- $5.53M

UGANDA
$16.94M
- $9.82M
- $3.13M
- $1.37M

HAITI
$6.96M
- $4.60M
- $811K
- $540K

Legend
- Cold chain equipment
- Education supplies
- Insecticide-treated nets
- Nutrition
- Pharmaceuticals
- Shelter and field equipment
- Vaccines
- Water, sanitation, and hygiene supplies

OVERLAPPING L2 AND L3 EMERGENCIES



SECTOR-WIDE PREPAREDNESS

In 2025, UNICEF contributed to the Directorate-General for European Civil Protection and Humanitarian Aid Operations (DG ECHO)-led Humanitarian Leadership Group on Supply Chain (HLGSC), supporting efforts to build a more coherent, collaborative, resilient and locally led systems. Through its co-leadership of the preparedness and localization workstreams with the Danish Refugee Council and the International Federation of Red Cross and Red Crescent Societies (IFRC), UNICEF is advancing preparedness as a high-impact enabler, reducing the cost and complexity of emergency response, strengthening nationally anchored supply chains and enabling faster, more predictable delivery led by local actors.

EUROPEAN UNION STOCKPILE

The European Union and UNICEF collaborate to strengthen emergency preparedness and response capacity through a global stockpile partnership to address humanitarian needs faster and more efficiently during emergencies. Through pre-financed, centrally managed stockpiles, humanitarian organizations can deliver life-saving supplies with greater speed, flexibility, and cost-efficiency – an increasingly critical capability amid global supply disruptions and funding constraints.

Since its launch in October 2023, the stockpile has supported more than 30 emergency operations and delivered over 1,300 metric tons of supplies by the end of 2025. In 2025 alone, the stockpile supported responses to major crises in Afghanistan, the Democratic Republic of the Congo, Lebanon, Myanmar, the State of Palestine, Sudan and Syria, as well as mpox outbreaks across Africa, with supplies delivered to UNFPA, WHO, and national authorities. UNICEF also coordinated emergency transport operations to ensure timely delivery of critical items.

Notably, the stockpile enabled the rapid mobilization of supplies within hours of sudden onset crises, including 'first flights' deployed within 72 hours to support earthquake responses in Myanmar and Afghanistan – helping to bring life-saving assistance to affected populations without delay.



Fariha and her brother Ghufranullah walk to school from Guldrara village in Badakhshan Province, Afghanistan.

FREIGHT PARTNERSHIPS

Freight partnerships complement UNICEF's core logistics operations by providing targeted surge capacity in emergencies, particularly where funding delays or operational constraints would otherwise limit response. These partnerships help ensure faster delivery and more equitable access to life-saving supplies.

By working with leading logistics partners, UNICEF leverages global networks, expertise, and flexibility to reach children and families in the most difficult and crisis-affected settings. This enables critical supplies to move quickly and reliably, even when traditional routes are disrupted or inaccessible.

In 2025, these partnerships played a vital role in emergency response and programme delivery worldwide, demonstrating how collaboration with the private sector strengthens UNICEF's ability to respond rapidly and overcome access constraints.

CMA CGM

Through its Containers of Hope programme, the Foundation of the shipping company CMA CGM supported the shipment of 1,500 containers to 49 countries, continuing a partnership that has grown significantly since 2020 and has now delivered more than 30,000 metric tons of supplies to over 65 countries.

FLEXPORT

Air freight partnerships were critical in ensuring speed and flexibility in emergencies. In 2025, the collaboration with Flexport.org – the humanitarian arm of Flexport, a technology driven global logistics platform – enabled charter flights to some of the most challenging contexts, including Afghanistan, the Democratic Republic of the Congo, Myanmar, and Sudan – delivering urgently needed health, nutrition, and education supplies when traditional routes were blocked or unsafe. In July alone, two flights transported nearly 65 metric tons of life-saving supplies to support the cholera response in Sudan.

DSV

UNICEF partnered with freight forwarding company DSV to support rapid deployments in complex settings, delivering 447 metric tons of essential supplies across 11 countries through 18 shipments between December 2024 and November 2025.

UPS

With support from the UPS Foundation, global shipping, logistics and courier, UPS, mobilized its global logistics network, infrastructure, and people to support UNICEF's emergency response in 2025. Through in-kind freight and delivery assistance to Lebanon and the Democratic Republic of the Congo, UPS helped deliver essential medical supplies, including maternal, newborn, surgical, and cholera-response kits, reaching over 400,000 people and strengthening access to critical health services in crisis-affected setting.



"I want to become a dentist when I grow up so I can help treat patients," said Zienah, 5, during a learning session at a UNICEF-supported education centre in Rural Damascus, Syria.



Clement, 1, smiles as he sits on the lap of his mother, Lizzie, while she feeds him RUTF in Malawi.

SUPPLY CHAIN OPTIMIZATION



Supply chain strengthening

UNICEF offers supply expertise, methodologies and tools in key areas to increase the maturity, performance and ownership of national supply chains.

UNICEF TARGETED END-TO-END SUPPLY CHAIN SUPPORT FOR GOVERNMENTS

FORECASTING AND SUPPLY PLANNING

Supporting the adoption and implementation of forecasting and supply planning toolboxes for immunization and nutrition.

PROCUREMENT

Procuring via UNICEF Procurement Services, strengthening procurement capacity, exchanging best practices, and providing vendor review support.

SUPPLY FINANCING

Providing supply financing interventions (e.g., bridge financing and match mechanism), budget implementation support and efficiency saving initiatives.

GOVERNANCE

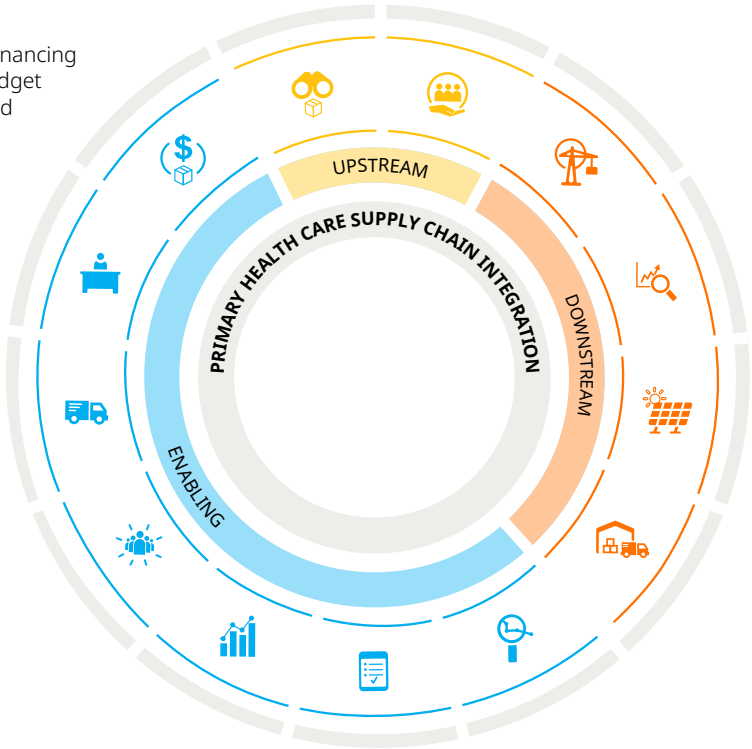
Supporting governance through evidence-based assessments to articulate national supply chain strategies, policies and guidelines.

NETWORK AND INTEGRATION

Enhancing performance by optimizing storage, distribution and management practices.

WORKFORCE

Shaping the workforce through sustainable capacity development of National Logistics Working Groups (NLWGs) and country visits.



IMPORTATION

Optimizing of importation, regulatory controls, and customs clearance.

INSPECTION AND TRACEABILITY

Improving supply chain verification using GS1 standards.

INFRASTRUCTURE AND ENERGY

Assessing capacity to build climate-resilient infrastructures and clean energy solutions (e.g., cold chain, solarization).

WAREHOUSING AND DISTRIBUTION

Supporting in-country logistics, warehousing, transport and distribution.

DATA AND DIGITALIZATION

Driving digital transformation and interoperability guidance on systems for stock management.

SUPPLY CHAIN ASSESSMENT

Assessing supply chain maturity to understand performance, plan and monitor improvement.

END-USE MONITORING

Assessing the accessibility and utilization of service delivery at the last mile.

LOCALIZATION

PREPAREDNESS

LAST MILE SUPPLY MONITORING

Humanitarian supply chains span long distances, multiple handovers and complex operating conditions.
The greatest vulnerability lies at the last mile, between dispatch and delivery to children and communities. Limited visibility and fragmented information make real-time monitoring difficult, especially in remote or insecure contexts. As a result, risks such as diversion, misuse or inefficiencies may go undetected, reducing the ability to respond in time.





Last Mile Supply Monitoring (LMSM) is UNICEF's global, scalable capability that makes last mile delivery visible, verifiable, and actionable.

With LMSM, visibility is extended all the way to the last mile. LMSM is based on a digital application that allows users across the supply chain – including in implementing partner warehouses, distribution points and dispensing points – to input and view supply movements, creating a real-time picture of where supplies are, how they move, and where and when they ultimately arrive.

KEY FEATURES

- tracking of supplies beyond UNICEF warehouses
- visibility across all implementing partners
- analytics that highlight patterns, anomalies, and potential risks
- integration into programme and supply workflows

IMPACT

CREDIBLE DELIVERY ASSURANCE

LMSM provides verifiable data and evidence-based assurance to donors that supplies funded through their contributions reach intended destination.

PROACTIVE RISK MANAGEMENT

LMSM supports early detection of potential diversion or misuse risk by automatically flagging unusual movements, gaps, or inconsistencies in delivery data, and it facilitates appropriate action.

ACCOUNTABILITY WITHOUT SLOWING DELIVERY

LMSM supports efficiency and planning with implementing partners, by embedding monitoring within existing processes.

STRONGER PARTNER CONFIDENCE

LMSM enhances UNICEF's ability to engage donors in transparent, evidence-based dialogue about delivery performance.

STRENGTHENING LAST MILE VISIBILITY IS NOT ONLY AN OPERATIONAL IMPROVEMENT, BUT A STRATEGIC REQUIREMENT. LMSM REPRESENTS A FORWARD-LOOKING INVESTMENT TO ENSURE THAT SCARCE FUNDING DELIVERS MAXIMUM IMPACT FOR CHILDREN.

2023 THROUGH 2025

In Somalia, LMSM implementation enabled corrective action and improved implementing partner engagement with near zero stock deviations in facilities applying it. By end of 2025, LMSM has connected over 140 implementing partner warehouses to over 600 health facilities across the country, tracking over 64.5 million RUTF sachets until the last mile within the first year of implementation.

ACCELERATION

LMSM is being accelerated for scale, with a commitment to expand its use and strengthen consistent last-mile visibility. Early implementation has demonstrated its practical value in complex settings, including Somalia and South Sudan, where it is already improving delivery assurance and risk management. Building on this progress, UNICEF is accelerating rollout in priority countries and high-risk contexts, strengthen analytics and delivery assurance capabilities, support sustainable adoption by implementing partners, and institutionalize LMSM as a global standard.

Localization

EXPANDED PARTNERSHIP WITH AFRICA CDC

Through the expanded partnership with the Africa Centres for Disease Control and Prevention (Africa CDC), UNICEF supported the strengthening of Africa CDC's Supply Chain Division, mainly on human resource management, internal control systems, and the operationalization of continental logistics frameworks. UNICEF further supported the creation of a continental database that catalogues health product manufacturers, increasing visibility and access to manufacturing capabilities across member states, and facilitated the completion of priority pathogen mapping to inform critical local manufacturing and preparedness planning.

UNICEF additionally developed a Compendium of Health and Nutrition Supply Financing Challenges in Africa to inform policy dialogue and strengthen national supply financing strategies. Joint efforts resulted in the development of the Continental Supply Chain Snapshot Dashboard, now live in six countries across the continent, highlighting supply chain gaps and priorities.

FIRST FOODS AFRICA

In 2025, UNICEF advanced First Foods Africa, a multi-partner initiative to strengthen local production of nutritious food for infants and children, policy environments, and demand. September 2025 UNICEF marked the launch of First Foods Africa, in Benin. The launch was supported by delegates from the Government of Benin, the African Union, and regional partners. The launch marked an important step towards more localized, nutrition-focused food systems for children in Africa.

Progress included expanding the pipeline of potential local suppliers, with over 550 companies responding to UNICEF's outreach. Value-chain analyses and pilots – such as egg powder production in Uganda – are informing scalable local sourcing approaches. At the same time, engagement with global and regional partners is helping shape standards and policy, while initiatives such as the One More Spoon campaign are driving demand and awareness of the importance of nutritious complementary foods.

LOCAL MANUFACTURING IN AFRICA



VACCINES In 2025, UNICEF committed to sourcing up to 20 per cent of Africa's vaccine demand from African prequalified manufacturers by 2035. UNICEF continued its engagement with and support to the African Vaccine Manufacturing Initiative (AVMI) as well as the Regional Vaccine Manufacturing Collaborative (RVMC) in 2025, working with partners to bring vaccine industry market intelligence, financing solutions, technology transfer opportunities and support to progress towards WHO prequalification. The year marked a significant milestone with the launch of Gavi, the Vaccine Alliance's African Vaccine Manufacturer Accelerator (AVMA) initiative by the Gavi Secretariat, supported by UNICEF among other key partners. This innovative financing mechanism, with resources exceeding $1 billion, will support the sustainable expansion of Africa's vaccine manufacturing capacity over the next decade.

SYRINGES UNICEF continued its commitment to sustainability with market-shaping efforts extending to clean-energy markets through the safe injection equipment (SIE) tender, ensuring that 52 per cent of total procurement was sourced from Africa-based manufacturers; strengthening regional production pathways, and earning recognition at the 2025 United Nations Procurement Award. Investments in African production by the Gates Foundation enabled the shift towards sourcing locally.

ALTERNATIVE INGREDIENTS FOR MALNUTRITION

In 2025, UNICEF continued to advance the development of alternative RUTF formulations to reduce costs, strengthen local production, and improve sustainability through the Alternative Ingredients for Malnutrition Project (Project AIM). Traditionally reliant on milk powder and peanuts – which account for about two-thirds of production costs – RUTF production can be heavily affected by breaks in the supply chain, often requiring imports that increase costs and delays. Under the Project AIM partnership, the International Food Policy Research Institute (IFPRI), the University of Ghent, the Governments of Burkina Faso and Ethiopia, Jimma University, and UNICEF are working together to develop and conduct clinical trials on new formulations using alternative, cost-effective ingredients that are more locally available. Expanding ingredient options allow producers to source more affordable and locally available inputs, reducing costs while supporting more reliable and financially viable production across countries. Soybeans and chickpeas – high in protein and widely grown in Africa and South Asia – have emerged as promising alternatives with a potential to reduce carbon emissions by up to 70 per cent.



Faith is screened for malnutrition by a health worker using a MUAC tape at Rumphi District Hospital, Malawi.

Digitalization

THE TRACEABILITY AND VERIFICATION SYSTEM

Launched in 2022, the Traceability and Verification System (TRVST) increases global coordination and response against counterfeit and falsified medical products by allowing countries to verify the authenticity of health products, and to track and trace them through the supply chain on single and common platform. TRVST is developed under the Verification and Traceability Initiative (VTI), a multi-stakeholder partnership composed of the European Commission, the Gates Foundation, Gavi, the Vaccine Alliance, the Global Fund, the national regulatory authorities in Nigeria and Rwanda, the Government of the United States, the World Bank, and UNICEF.

TRVST is now implemented in 15 countries with over 45,000 scans conducted. Ten vaccine manufacturers are now enrolled in the platform, with 226 products registered and more than 50 million serialized packs – representing approximately 5 billion doses – uploaded to the system, enabling continuous authentication across supply chains.

Recognized with the African Supply Chain Innovation Award in 2025, TRVST forms part of broader digitalization efforts, complemented by expanded use of a free online stock management tool, enhanced vaccine visibility systems and forecasting support to 18 Africa CDC member states. These efforts are further supported by strengthened partnerships and financing, including renewed engagement from the European Commission's Directorate-General for International Partnerships (EU INTPA).

Sustainability

INTEGRATING SUSTAINABILITY ACROSS SUPPLY CHAINS

In 2025, UNICEF advanced and further integrated sustainability across its supply chains. Building on the Scope 3 GHG baseline, UNICEF procurement teams translated emissions and hotspot insights into concrete actions, including reducing single-use plastics in insecticide-treated nets, piloting life-cycle assessments and GHG inventory work with vaccine suppliers and refining RUTF formulations to enable more local, resilient and climate-aligned production. UNICEF also expanded its work on circularity and product innovation, including repurposing packaging materials through Project Play and scaling solarized solutions for public institutions, with 530 off-grid systems established in 13 countries. Cold chain sustainability continued to expand through climate-friendly refrigerator long-term agreements (LTAs), supplier carbon-reduction commitments, and the integration of equipment monitoring systems to improve reliability and reduce waste.

SUSTAINABLE PROCUREMENT

To further embed sustainability throughout the procurement cycle, UNICEF completed a comprehensive revision of the Sustainable Procurement Guidance and expanded risk-based tools, hotspot methodologies, and category-specific sustainability criteria. Tendering practices continued to evolve with 236 United Nations Global Marketplace (UNGM) notices featuring sustainability indicators and a rising share of tenders integrating requirements related to environmental stewardship, disability inclusion, safeguarding, and life-cycle costing. UNICEF also intensified supplier engagement through industry consultations, supplier sustainability surveys, and targeted initiatives supporting suppliers' net zero pathways. To align with climate commitments, UNICEF initiated a project to align decarbonization targets with the Science Based Targets Initiative. Sustainability will also be further embedded into the upcoming global Supply Procedure revision and into UNICEF's Social and Environmental Safeguarding Framework.



Residents evacuate from their flooded homes due to heavy rain brought by Typhoon Fung-wong in the southern island of Mindanao, the Philippines.



A child smiles after receiving a new ITN at home in Blue Nile State, Sudan.

POLICY CHANGE IN INSECTICIDE-TREATED NET SUPPLY CHAINS

Insecticide-treated nets (ITNs) are used to protect against malaria and other mosquito-borne diseases. They were traditionally packaged individually in plastic bags and baled into units of 50 nets. In 2021, UNICEF started offering bulk packing of ITNs as an alternative to individual packing, which became the default option for the organization as of 2022. This shift has reduced single-use plastic waste and created tangible savings in procurement costs, which in turn resulted in reinvestment opportunities.

In 2025, UNICEF led efforts to call for the introduction of a regulatory reform enabling the bulk shipment of ITNs, with impact on global markets. Through a submission to the United Nations Economic Commission for Europe (UNECE), co-developed with WHO and supported by partners, ITNs were exempted from global regulations on the transport of dangerous goods, removing a key barrier to more sustainable packaging and reduction of single-use plastic for the ITN market.



This regulatory change paves the way for lower procurement and delivery costs while reducing plastic waste. It demonstrates how technical policy work can drive sustainability and impact at scale, leading to more efficient and greener delivery of essential supplies.

UNICEF SUPPLY ACROSS THE GLOBE





Children across herder households in Mongolia receive education from kindergarten teachers, through UNICEF's Teacher with a Tablet programme.

The UNICEF Supply Community in 2025



1,353 staff

118 countries

128 offices

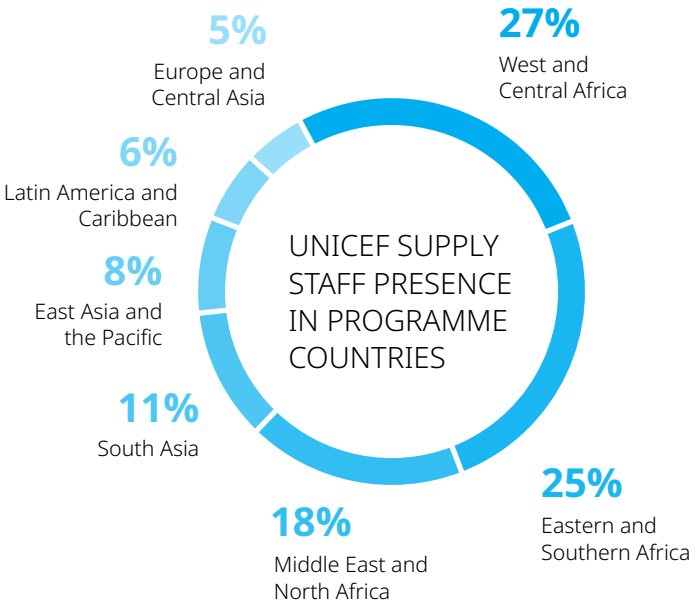
153 nationalities

53% male

47% female

75% from programme countries

25% from donor countries



Highlights from UNICEF Regional Supply Advisors

UNICEF supports governments and partners through a range of supply financing tools designed to bridge funding gaps and secure timely access to essential supplies, leveraging UNICEF's scale and decades-long expertise to access affordable, quality-assured supplies and address temporary budget constraints.

Countries across **East Asia and the Pacific** – including Cambodia, Indonesia, Lao PDR, Myanmar, Papua New Guinea, the Philippines and Timor-Leste – are using the UNICEF-led Child Nutrition Fund to scale up sustainable access to commodities to end child and maternal undernutrition in high-need countries. In Indonesia, anticipated demand for MMS has been used to engage local manufacturers, some of which are progressing towards becoming UNICEF suppliers, supporting regional localization efforts for quality-assured essential supplies.

Jon Blasco

Across regions, UNICEF offices are supporting regional manufacturing and procurement with long-term agreements and increased local procurement.

In **Eastern and Southern Africa**, localization is a strategic lever to strengthen supply resilience and accelerate results for children. UNICEF is advancing regional product manufacturing of vaccines, syringes and other health supplies, as well as nutrition, while expanding regional and local procurement through targeted LTAs. This approach reduces reliance on global supply chains, shortens lead times, and strengthens emergency readiness. By investing in quality-assured local production, diversified suppliers, and fit-for-purpose regional LTAs, UNICEF is building a more responsive, cost-effective, and sustainable supply ecosystem, anchored in regional capacity and delivering impact at scale.

Thokozani Murape

UNICEF is the largest single buyer of vaccines globally, annually procuring enough vaccine doses to reach nearly half of the world's children under five. In **Europe and Central Asia**, support to immunization programmes is a strategic priority that spans procurement, system strengthening and digital innovation. This includes the procurement of immunization supplies and cold chain equipment through the UNICEF Procurement Services mechanism in several countries across the region. Efforts also focus on strengthening cold chain reliability, including solar electrification of storage and health facilities. In parallel, digital tools are supporting immunization dashboards for vaccine waste management in Tajikistan and cold chain optimization for inventory, maintenance and equipment planning across Kyrgyzstan, Tajikistan and Uzbekistan.

Stephane Arnaud

As part of its work to support governments to build effective and resilient national supply chains, UNICEF develops a range of public goods that help enable access to essential supplies and services for children.
Central among these is the Supply Chain Maturity Model (SCMM), a participatory, government-led diagnostic assessing 13 critical functions across five maturity levels to identify performance gaps affecting access to life-saving supplies. In **Latin America and Caribbean**, where nearly 2 million children remain unvaccinated and 75 million lack reliable access to essential medicines, UNICEF, with DSV support, completed seven SCMM assessments across Bolivia, Honduras, Paraguay, Peru, and Venezuela. Engaging over 150 stakeholders, these assessments informed evidence-based, government-owned roadmaps that guide priority investments.

Djani Zadi

UNICEF operates one of the largest and most agile humanitarian supply networks in the world with 333 warehouses across 90 countries.
In the **Middle East and North Africa**, a region affected by conflict, displacement and access constraints, alternative routes and transport plans are implemented to maintain timely supply movement. The enhanced regional contingency planning enables the anticipation of bottlenecks and rapid decision making on the release and reallocation of prepositioned emergency supplies, ensuring continuity of supply operations and supporting UNICEF's emergency response capacity during periods of escalation. UNICEF supports emergency preparedness and response through prepositioning of life saving supplies, strengthened supply chain coordination, and sustained technical and operational support to countries operating in an increasingly volatile regional context.

Abdallah Makhlof

UNICEF engages with over 12,000 suppliers worldwide and maintains a comprehensive portfolio of over 2,000 quality-assured supplies.
In **South Asia**, UNICEF works closely with suppliers to deliver quality-assured products across the region, including locally produced nutrition and pharmaceutical supplies that meet the highest international standards. Procurement is ongoing with suppliers in Bangladesh, India, and Pakistan, and plans are underway to support manufacturing within Afghanistan. Strong engagement with regional suppliers, along with efforts to strengthen local manufacturing and quality-assurance capacity, enhances countries' readiness for emergency response. In doing so, UNICEF ensures that high-quality, reliable, and affordable supplies can reach children even in the most challenging environments.

Emma Creighton

UNICEF is the largest end-to-end supply chain agency in the United Nations system, procuring over $5.677 billion in supplies and services globally in 2025. UNICEF successfully delivered $1.532 billion in supplies and services across **West and Central Africa**, including $886 million through Procurement Services under the supply financing mechanism in 2025. This strategic effort enables uninterrupted access to essential health, nutrition, and education supplies and bolsters emergency response capabilities, thereby strengthening supply chain resilience and effectiveness.

Amadou Tall





Girls participate in a UNICEF-supported psychosocial session in Shostka, Ukraine, providing a safe and supportive space to interact, reduce stress and maintain well-being during prolonged electricity blackouts.

ANNEXES

Annexes

UNICEF global procurement statistics

Annexes of the UNICEF Supply Annual Report 2025 are accessible by scanning the QR code or following the URL: https://www.unicef.org/supply/media/25321/file

ANNEX 1

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

ANNEX 2

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

- 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.

ANNEX 3A

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

ANNEX 3B

Destination countries/territory 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/territory.

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.



A boy plays football near a UNICEF-supported Temporary Learning Space in Itampolo, Madagascar, helping children continue learning in a safe, child-friendly environment following consecutive cyclones.

PHOTO CREDITS

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