

# UNICEF PROCUREMENT

## Japan Procurement Seminar

unicef   
for every child

*Sourced with care  
Packed with love  
Delivered with hope*

unicef  | for every child

**Katinka Aanjesen Rosenbom**  
**Chief Contracting**  
Tokyo, 14 March 2025



# UNICEF STRATEGIC PLAN

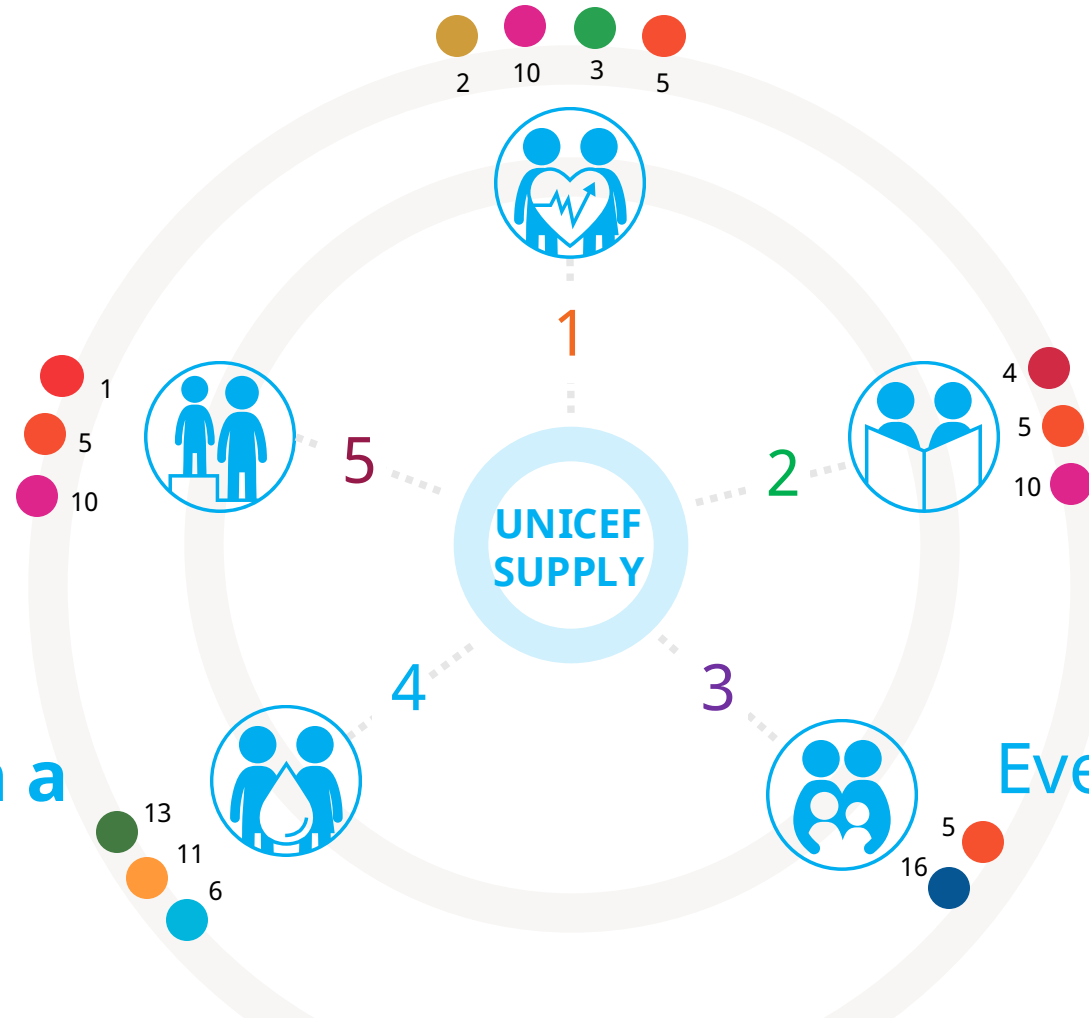
Every child **survives and thrives**

Every child **has a fair chance in life**

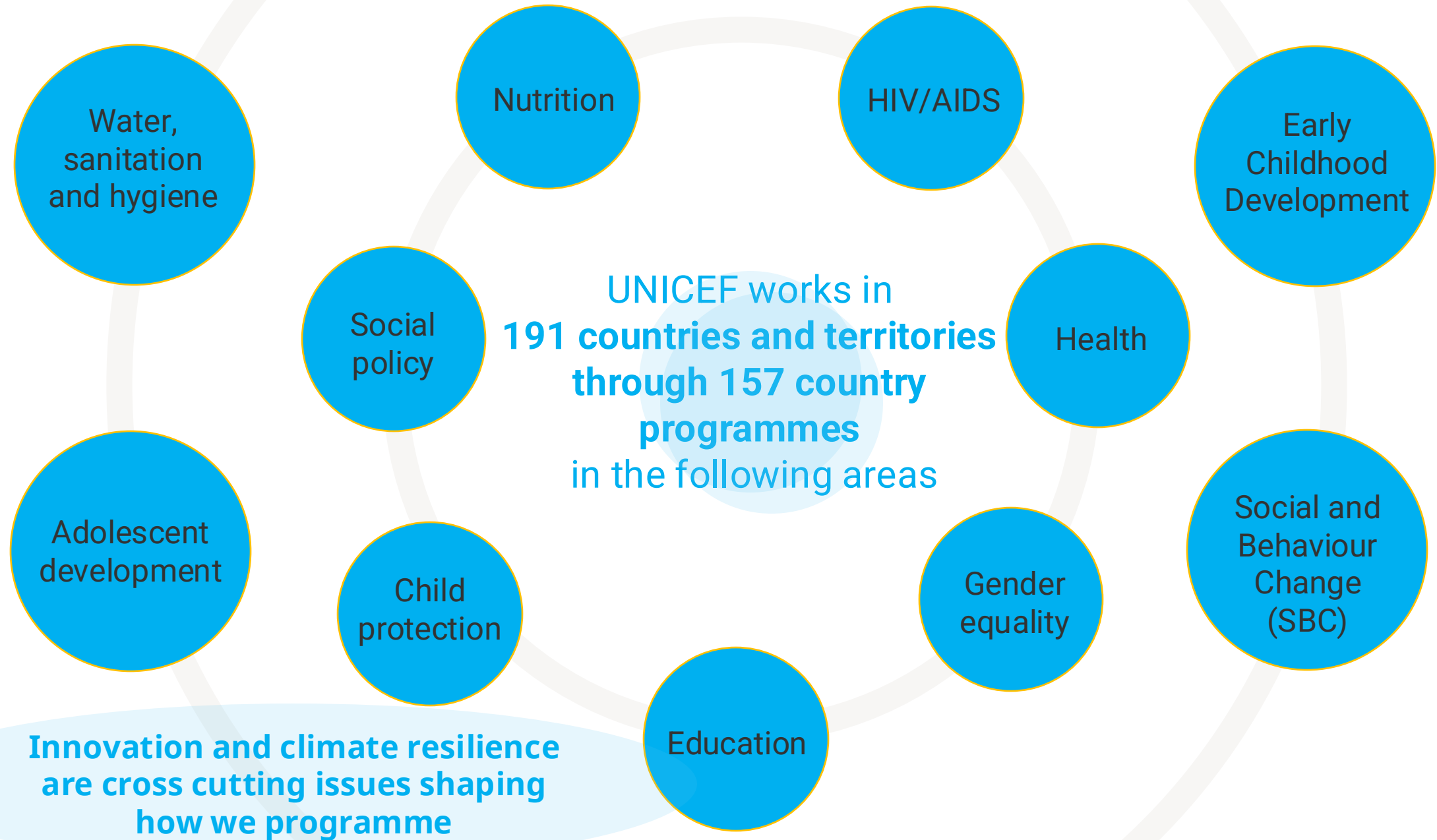
Every child **lives in a safe and clean environment**

Every child **learns**

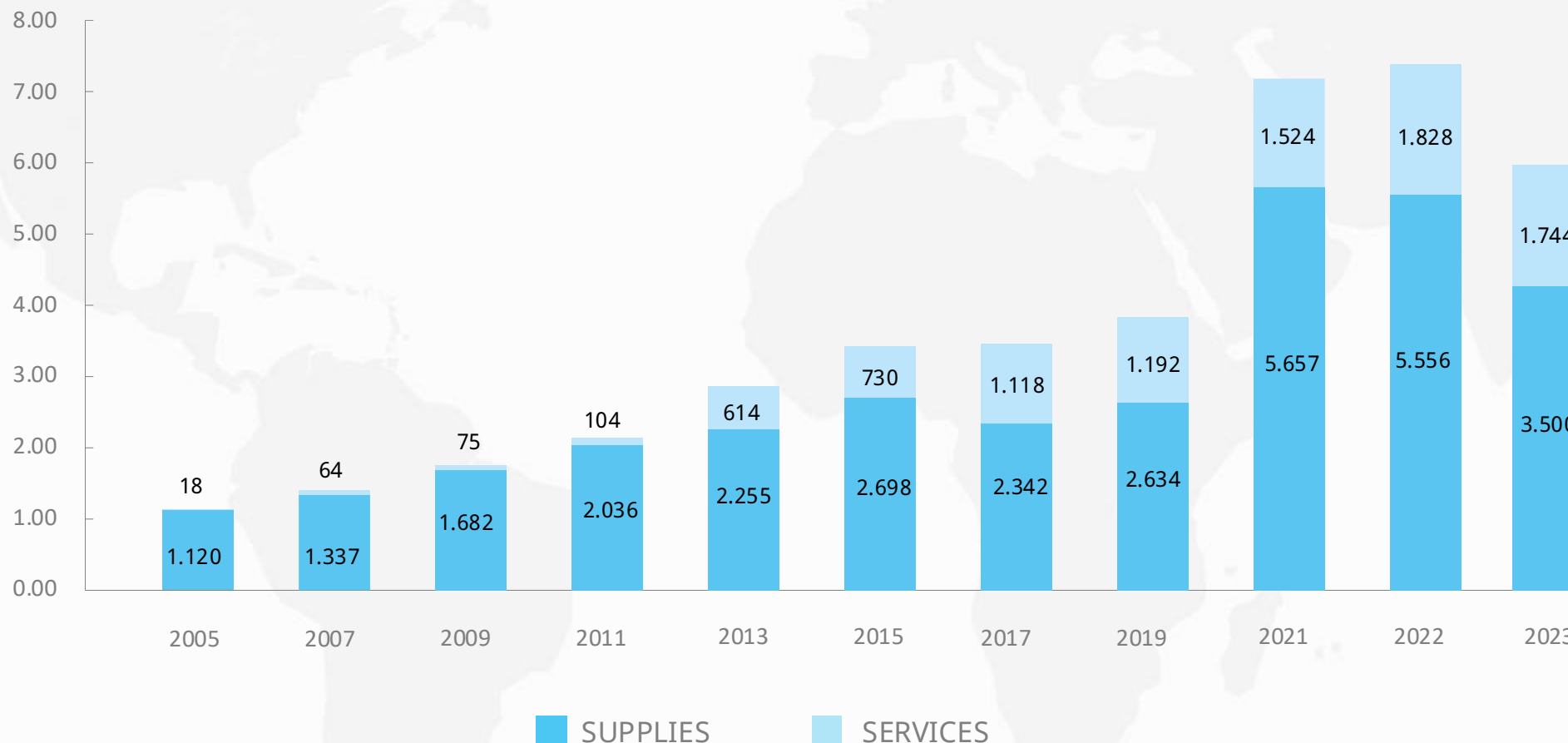
Every child is **protected from violence and exploitation**



# UNICEF PROGRAMMES



# GROWTH IN PROCUREMENT 2005 – 2023



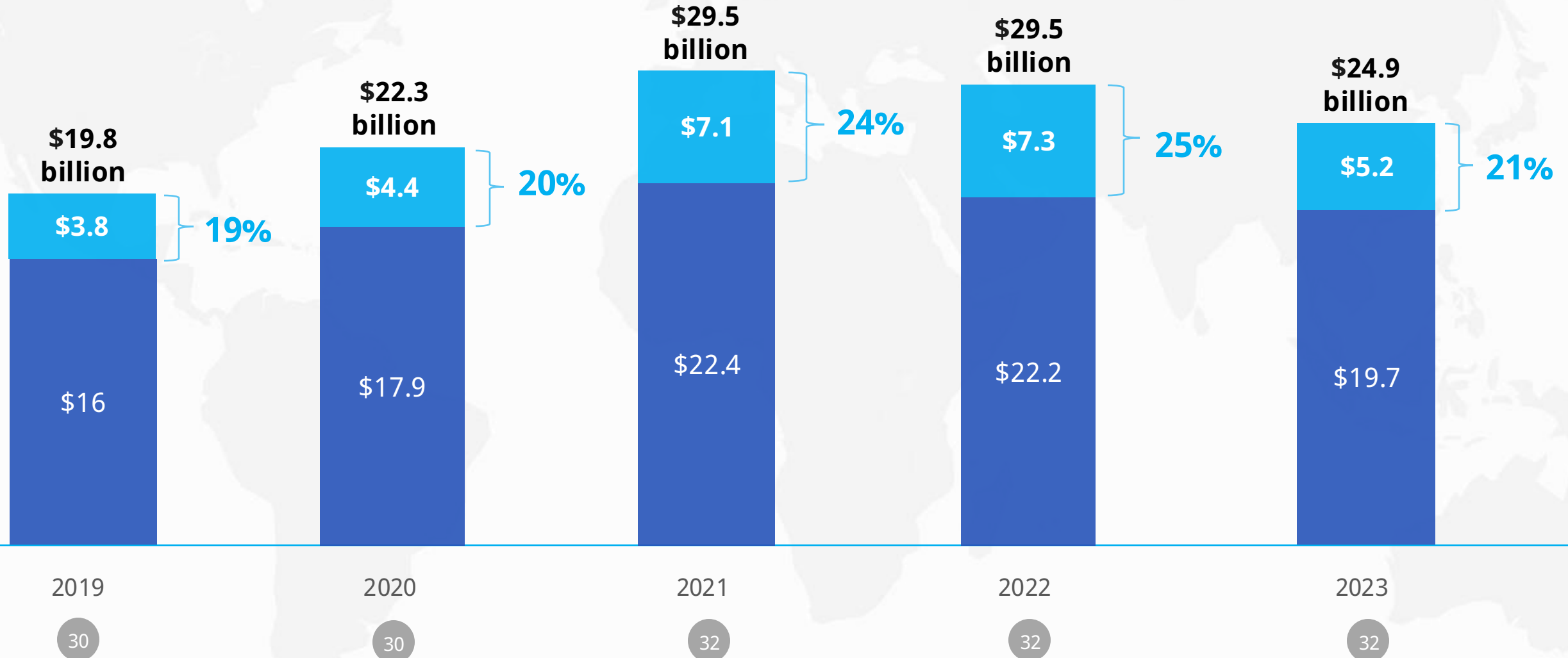
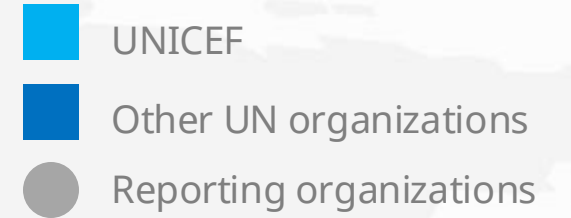
UNICEF's total 2023 procurement value represents a **37 per cent increase** compared to pre-pandemic 2019 (in \$ millions)

UNICEF remained the largest UN procurer

# UNITED NATIONS PROCUREMENT IN 2023

United Nations procurement in 2023 totalled \$24.9 billion.

UNICEF is the UN's single largest procuring organization.



# PROCUREMENT AND DELIVERY

In 2023,  
UNICEF procured

**\$5.244  
billion**

**GOODS  
\$3.500  
billion**

**SERVICES  
\$1.744  
billion**

Access to  
supplies and  
services is  
realization  
of children's  
rights

in 162 countries and  
areas, in response to the  
growing needs of  
children.



# SUPPLIES AND SERVICES

UNICEF identifies, sources and procures **essential supplies** for children and their communities

Nutrition supplies

WASH supplies

Medicines

Shelter and field equipment

Mosquito nets

Diagnostics and clinical laboratory supplies

Education supplies

School furniture

Vaccines

Cold chain equipment

Assistive technology

UNICEF also procures **services** to provide needed support for programmatic outcomes

Cash and voucher assistance

In-country logistics and warehousing services

International freight services

Research, surveys, monitoring and evaluation services

Local technical workforce for programme support

Contracting for services

Construction

unicef

# TOP SUPPLIES IN 2023



**\$2.211 billion**

Vaccines/ biologicals



**\$262.8 million**

Nutrition supplies



**\$158.1 million**

Medical supplies  
and equipment



**\$152.5 million**

Water and sanitation  
supplies



**\$148.6 million**

Pharmaceuticals



**\$105.9 million**

Cold chain equipment



**\$101 million**

Education supplies



**\$47.2 million**

Shelter/field equipment



**\$29.9 million**

Clothing and footwear



**\$27.8 million**

Long-lasting  
insecticidal nets



# LARGEST SERVICE CATEGORIES



**\$297.6 million**

construction services



**\$195.9 million**

Contracted personnel



**\$183.9 million**

cash and voucher assistance



**\$182.7 million**

international freight



**\$140.2 million**

in-country logistics and warehousing  
services



**\$87.7 million**

research, surveys, monitoring and evaluation  
services

# MARKET INFLUENCING, PRODUCT INNOVATION AND PARTNERING WITH BUSINESS

Global and local markets oriented towards need of children, contributing to the achievement of Sustainable Development Goal (SDG) targets.



## MARKET INFLUENCING

Influence global and local markets – breaking down market barriers that inhibit children's access to essential supplies



## PRODUCT INNOVATION

Identify, develop and scale new and innovative products that accelerate results for children and young people



## PARTNERSHIPS

Build partnerships with business, leveraging their commitment to sustainability so that they deploy their core assets to enhance supply chains for children



# SUPPLIER COUNTRIES

United States  
\$713.43

Belgium  
\$625.3

India  
\$482.1

Denmark  
\$270.4

Yemen  
\$201.3

United Kingdom  
\$200.8

France  
\$190.8

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

11,666 suppliers in 176 countries

\$60 million – \$80 million

**Nigeria** \$79.0  
**Afghanistan** \$72.5  
**Türkiye** \$68.2  
**Ethiopia** \$66.3  
**Democratic Republic of the Congo (the)** \$61.9  
**Russian Federation (the)** \$60.9  
**Kenya** \$60.7

\$20 million – \$40 million

**Sudan (the)** \$32.3  
**Mozambique** \$32.2  
**Somalia** \$29.9  
**Chad** \$28.8  
**South Africa** \$28.0  
**Malawi** \$26.3  
**Madagascar** \$21.7  
**Iraq** \$21.2  
**Cyprus** \$20.3

Programme countries

Donor countries

\$100 million – \$150 million

**China** \$136.2  
**Singapore** \$135.2  
**Republic of Korea (the)** \$126.3  
**Ukraine** \$111.1  
**Lebanon** \$109.1  
**Pakistan** \$107.1  
**Indonesia** \$105.2  
**United Arab Emirates (the)** \$104.9

\$40 million – \$60 million

**Luxembourg** \$54.3  
**Germany** \$51.6  
**Bangladesh** \$51.1  
**Switzerland** \$44.5  
**Netherlands (the)** \$43.4  
**South Sudan** \$42.0  
**Jordan** \$40.4

\$15 million – \$20 million

**Niger (the)** \$19.5  
**Haiti** \$19.3  
**Italy** \$19.2  
**Côte d'Ivoire** \$19.1  
**Brazil** \$17.9  
**Venezuela (Bolivarian Republic of)** \$17.6  
**Burkina Faso** \$17.5

\$10 million – \$15 million

**Uganda** \$14.2  
**State of Palestine** \$12.7  
**Colombia** \$11.9  
**Myanmar** \$11.8  
**Austria** \$11.1  
**Spain** \$10.9  
**Egypt** \$10.9  
**Chile** \$10.4  
**Canada** \$10.1  
**Norway** \$10.1



PROCUREMENT VALUE

48%

from suppliers in donor countries and areas

52%

from suppliers in programme countries and areas

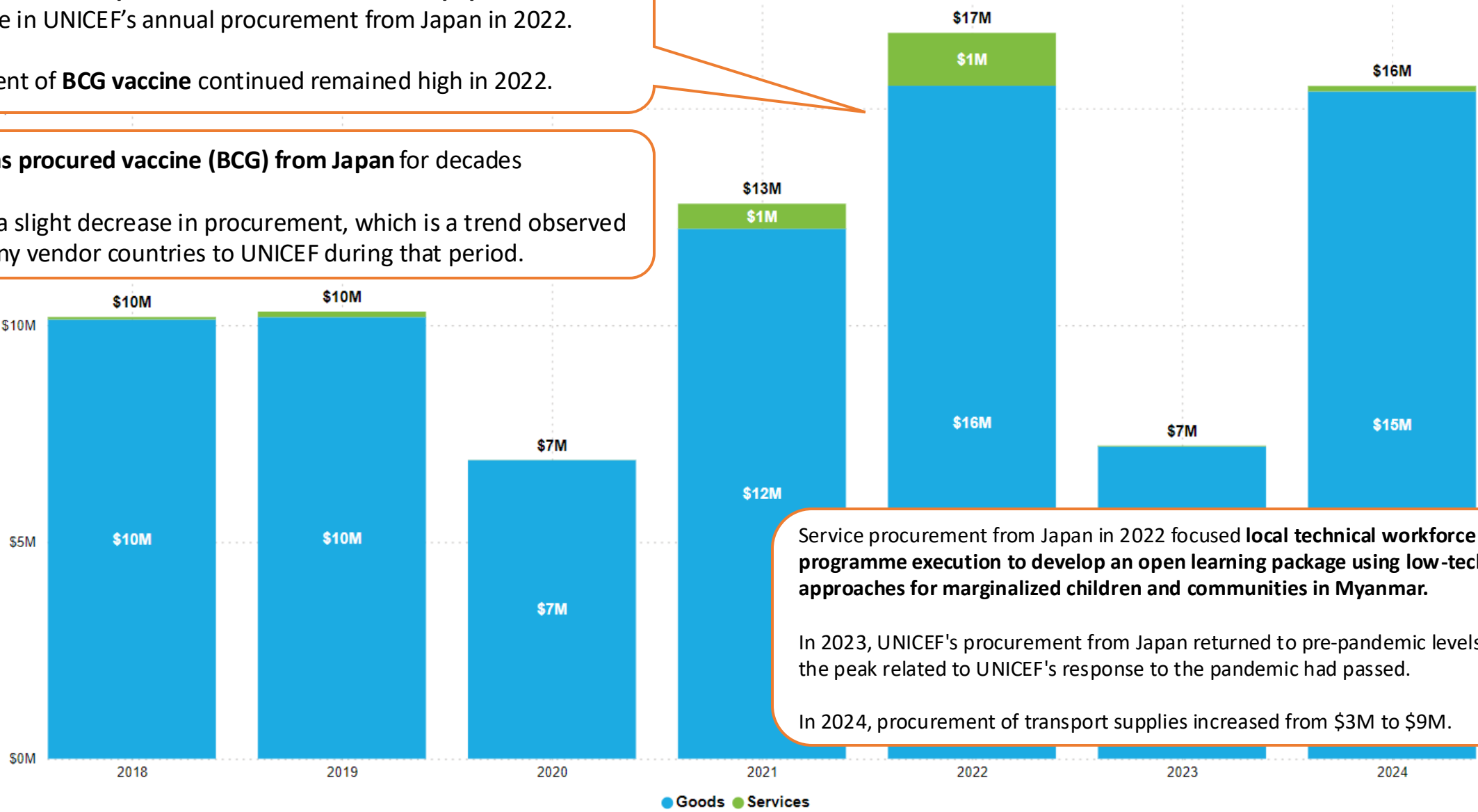
# UNICEF's procurement value of **goods and services** from Japanese suppliers peaked in 2022 and in 2024 has surpassed pre-pandemic levels

Procurement of **transport vehicles and cold chain equipment** led to an increase in UNICEF's annual procurement from Japan in 2022.

Procurement of **BCG vaccine** continued remained high in 2022.

**UNICEF has procured vaccine (BCG) from Japan** for decades

2020 saw a slight decrease in procurement, which is a trend observed across many vendor countries to UNICEF during that period.



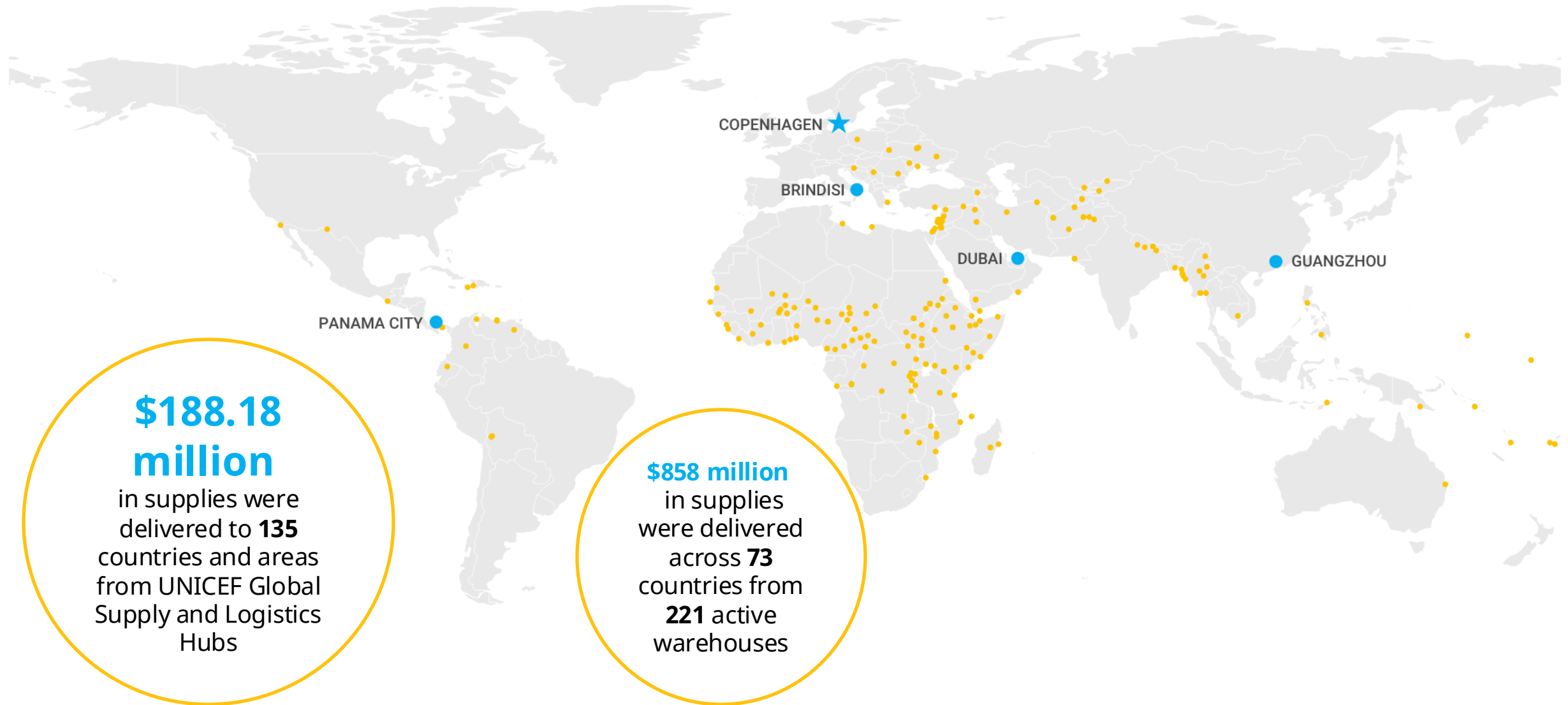
Service procurement from Japan in 2022 focused **local technical workforce for programme execution to develop an open learning package using low-tech approaches for marginalized children and communities in Myanmar.**

In 2023, UNICEF's procurement from Japan returned to pre-pandemic levels, while the peak related to UNICEF's response to the pandemic had passed.

In 2024, procurement of transport supplies increased from \$3M to \$9M.



# UNICEF GLOBAL SUPPLY AND LOGISTICS HUBS



# EMERGENCY SUPPLY RESPONSE OVERVIEW 2023

What were the  
top supplies in  
emergencies?



**\$249.36  
million**

Vaccines and  
biologicals



**\$181.84  
million**

Nutrition



**\$89.37  
million**

Medical supplies  
and equipment



**\$86.05  
million**

Education  
supplies



**\$85.55  
million**

Water and  
sanitation

UNICEF  
delivered  
**\$893.07 million**  
in emergency  
supplies to 81  
countries





# UNICEF'S SUPPLY FUNCTION



FORECASTING



SUPPLY FINANCING



PROCUREMENT SERVICES



PRODUCT INNOVATION



MARKET SHAPING



WAREHOUSE AND DISTRIBUTION



GLOBAL TRANSPORT



IN-COUNTRY LOGISTICS



CAPACITY DEVELOPMENT



MONITORING



EVIDENCE ANALYSIS AND KNOWLEDGE

# UN GUIDING PROCUREMENT PRINCIPLES

Each UN organization  
has a  
**different mandate**

but

all UN organizations  
share the  
**same procurement  
principles** (mutual  
recognition)

- **Fairness, integrity and transparency through competition**  
(clear & appropriate regulations/rules applied to all suppliers, fair process, equal treatment of suppliers, transparent system)
- **Economy and effectiveness**  
(meet requirement in terms of quantity, quality, timeliness at the right place. Economy=minimize cost, Effectiveness=meet end-user interest)
- **Best value for money**  
(Consider the optimum combination of factors in meeting the end user needs; BVM does not mean lowest cost but best ROI)
- **Promotion of objectives of UNICEF**  
(fulfilling the mandate, goals and objectives)



# UNICEF PROCUREMENT

## UNICEF:

- only purchases goods and equipment to implement its **mandate**
- purchases primarily from **manufacturers** and **authorized representatives**
- **evaluates and registers** suppliers with which it does business
- uses **competitive tendering** for all procurement ([procurement policies](#))
- invites an appropriate **geographical range** of suppliers to tender
- purchases products that comply with recognized [Technical Standards](#)
- **does not** purchase from companies employing child labor, nor manufacturers of land mines and their components ([UN Supplier Code of Conduct](#))
- **does not** purchase from companies found to have undertaken unethical, unprofessional or fraudulent activities

# UNICEF PROCUREMENT



- Based on public procurement Principles
- Competitive bidding
- Robust policies and processes, including for emergencies
- Transparent, and with internal and external oversight
- On behalf of Partners and UNICEF
- Collaboration with others (UN+)



- Strategic
- Market impact
- Emergency preparedness and response
- Multiyear agreements
- Pooling needs
- Seeking efficiency and value



- International and Local procurement
- Decentralized, supporting localization
- Sustainability focus and supply chain perspective



# UNICEF focus areas for Medicines and Nutrition

Procurement focus that addresses UNICEF **programmatic priorities**

Follow and promote **WHO recommendations** on selection and use of medicines and international guidelines on nutrition

Ensure **availability of affordable** essential medicines and nutrition supplies for primary health care and emergency relief

Develop **sources and market** for priority products

Ensure capacity to excel in **procurement activities** (quality assurance, selection, contracting, supply chain management)

<https://www.unicef.org/supply/documents/medicines-tender-calendar>

# Essential Supplies for Health Programmes

## Product Focus

### Essential Medicines

Medicines for Primary Health Care, including NCDs, and emergency relief

### ARVs and Antimalarials

All medicines in WHO treatment guidelines

### Health Kits

Development and supply of kits for delivery of basic services, including in emergencies

### Nutrition

Products for severe acute malnutrition, stunting and micro-nutrient deficiencies



# Pre-qualification activities

## Medicinal Products

Product Questionnaire as in WHO “Model Quality Assurance System for Procurement Agencies MQAS” - TRS 986 Annex 3

## Nutrition Products

Interagency Food Product Questionnaire  
Sample evaluation

## Manufacturers/ Suppliers

Review of Good Manufacturing Practice information:

- Technical Questionnaire
- Manufacturing license
- GMP certificates or ISO 22000 or equivalent
- Site Master File
- Recent Inspection Reports

Contract Manufacture is accepted if both the manufacturer and the sub-contractor are approved by UNICEF

# UNICEF PROCUREMENT PROCESS

- Procurement Planning (incl. procurement strategies, as required)
- Requirement Definition
- Sourcing/Invitee list (REOI / UNICEF Vendor Roster / UNGM...)
- Preparation and Issuance of Solicitation Documents
  - Request for Quotation (RFQ)
  - Invitation to Bid (ITB)
  - Request for Proposal (RFP)
- Receipt and Opening of Submissions
- Evaluation (Technical/Quality and Commercial)
- Adjudication & Award Recommendation
- Contract Finalization and Issuance
- Contract Management



Plan → Implement → End-user / Monitor



# TYPES OF COMPETITION

## Open

- Public Open competition / Maximized access
- advertising of a tender
- All qualified can participate

## Limited

- Open Expression of Interest (EoI) or pre-qualification process
- Predetermined qualifications for participation in the tender
- Short listing

## Direct procurement

- Waiver of competition as per exceptions defined in Financial Regulations and Rules (FRRs)

# CONTRACTUAL INSTRUMENTS

## Agreements

### Long Term Arrangement (LTA)

Memorandum of Understanding (MOU)

- Framework
- Long-term
- Not binding but with a projected total volume
- Non-exclusive
- Contractual obligations only begin once purchase order is issued

## Contract Types

### Purchase Order

Contract for Construction Work

Institutional / Corporate Contract  
(Contract for Services)

# WHAT IS A LONG TERM ARRANGEMENT (LTA)?

An LTA is an arrangement entered with a supplier to secure the supply of a product or service over a period of time:

- Framework of mutually agreed terms and conditions (product, price, etc.)
- As a result of a competitive bidding process
- For procurement of goods, services or works for which the buyer has a repeated need
- Entered in good faith for a period of time
  - Contractual obligations only begin once purchase order is issued
- Not binding but with a projected total volume
- Non-exclusive
- Long term commercial relationship with selected supplier(s)



# QUALITY ASSURANCE PROCESS

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- Registration of suppliers via UNGM database
- Sample evaluation during bidding process
- Financial, legal & ethical evaluations for awards beyond USD100,000
- Evaluation of supplier performance, including quality, completeness and timeliness of delivery, responsiveness, etc
  - Including PDI and factory inspections based on risk assessment
- ZERO Tolerance for unethical behaviour on the market
  - Sanction Board - Handling allegations of supplier proscribed practices



# VENDOR DUE DILIGENCE

## Upholding highest ethical standards and protecting UNICEF reputation

Registration in United Nations Global Marketplace (UNGM)

Registration with UNICEF Global Services Centre (GSSC)

Vendor evaluation prior to Contracting

Periodic Cleansing and Monitoring

- Potential vendors register in UNGM (basic level registration is accepted)
- Includes continued check of sanctions (UNGM)
- Check in vendor database to avoid duplication
- Requirement for a valid bank proof
- Perform Legal, Ethical and Financial Assessments
- Monthly reconciliation exercise to identify sanction matches (UNGM Vs UNICEF Vendor Database) (GSSC)
- Annual cleansing of duplication (GSSC)
- Alert Monitoring (SEU SD)

## ZERO Tolerance for unethical behaviour on the market

Handling allegations of supplier proscribed practices

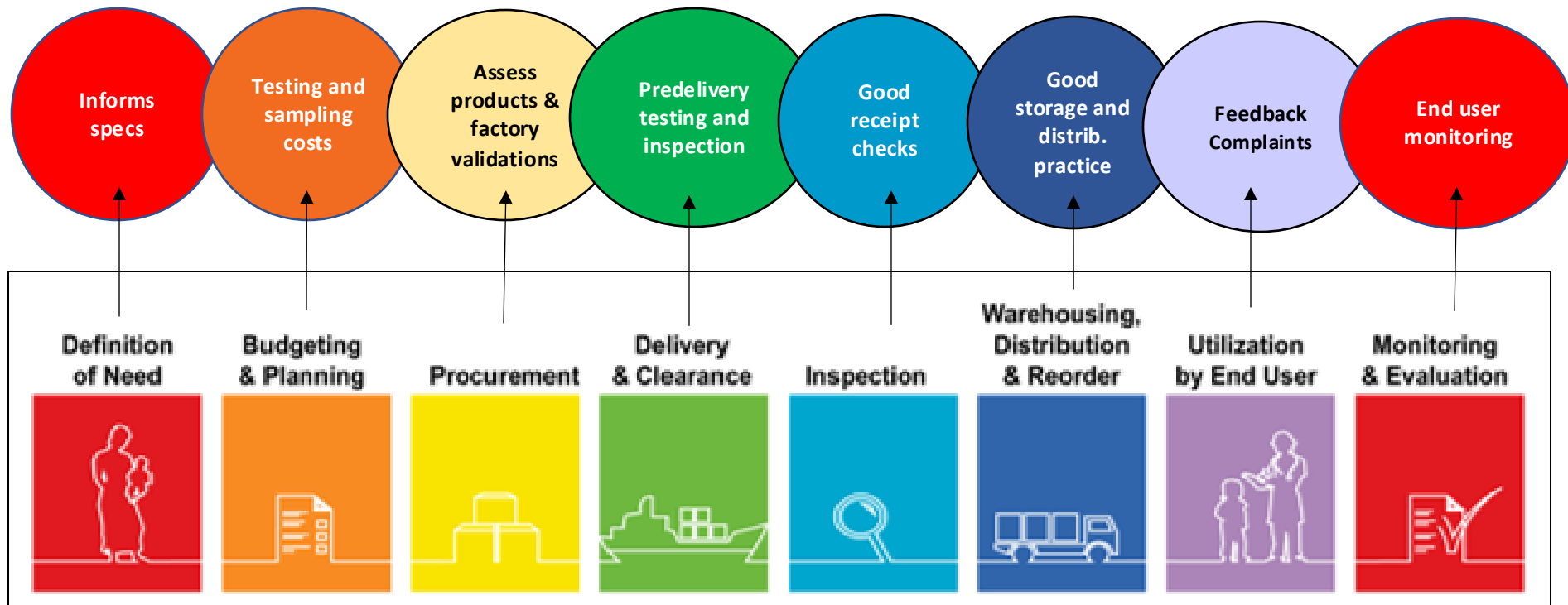
VRC (Vendor Review Committee) sanctioning vendors for proscribed practices



Office of Internal Audit and Investigation (OIAI) Legal

**DESIRED OUTCOME:** Quality products are available and used by the intended beneficiaries

requires **Quality Assurance** throughout the Supply Chain

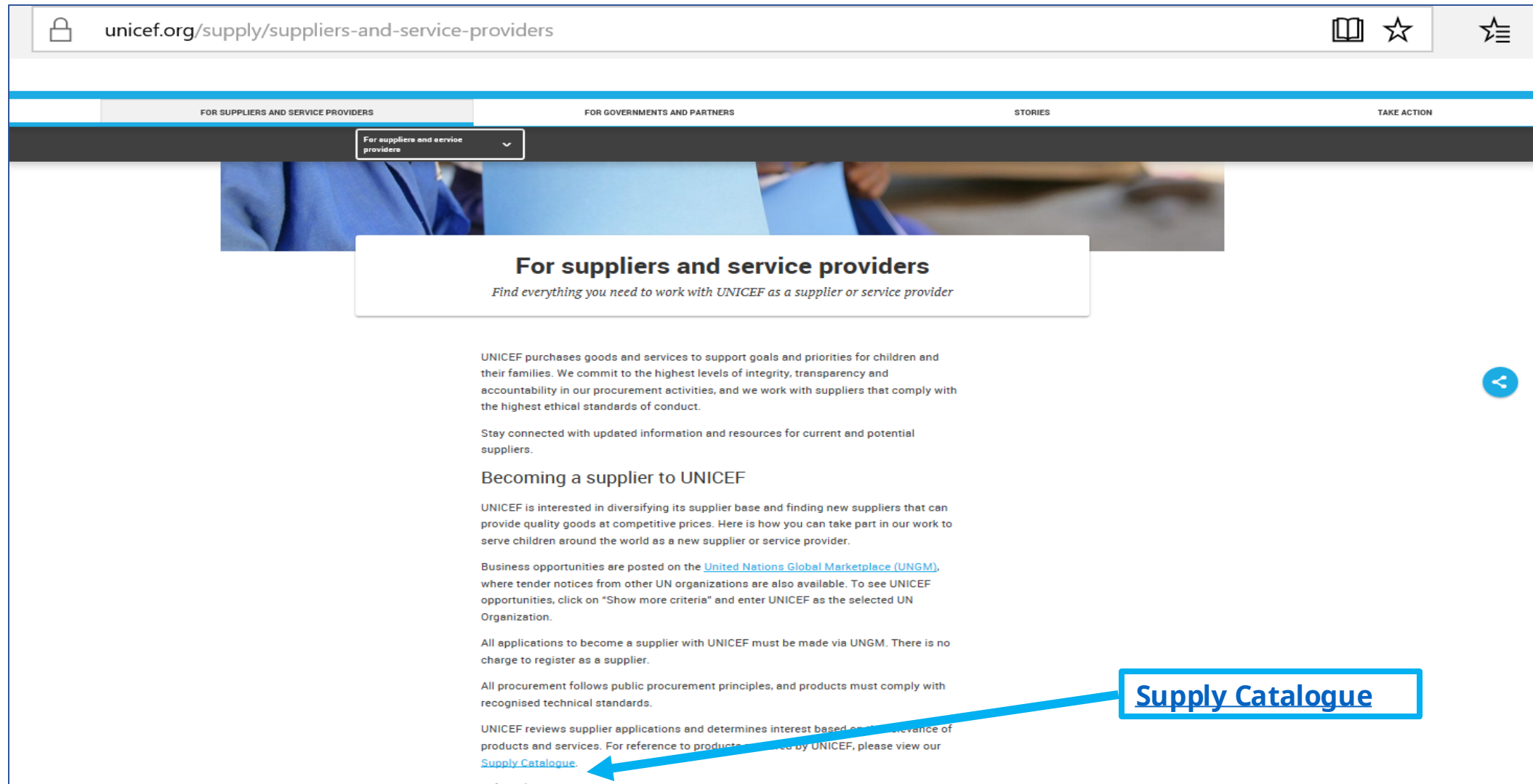




A man wearing a blue long-sleeved shirt with the UNICEF logo on the back is lifting a young boy on his shoulders. The boy is wearing a light blue t-shirt and dark jeans, and is smiling broadly. The background is a bright blue sky with scattered white clouds. In the foreground, there are utility poles and power lines. A white fence is visible in the distance. The entire image has a blue color cast.

**BECOME A SUPPLIER  
TO UNICEF**

# HOW TO BECOME A SUPPLIER TO UNICEF AND WHAT WE PROCURE



The screenshot shows the UNICEF website's 'Suppliers and Service Providers' page. The browser address bar displays 'unicef.org/supply/suppliers-and-service-providers'. The page features a navigation bar with tabs for 'FOR SUPPLIERS AND SERVICE PROVIDERS', 'FOR GOVERNMENTS AND PARTNERS', 'STORIES', and 'TAKE ACTION'. A dropdown menu is open under the first tab, showing 'For suppliers and service providers'. The main content area has a header image of people in blue uniforms. Below this, a white box contains the heading 'For suppliers and service providers' and the subtext 'Find everything you need to work with UNICEF as a supplier or service provider'. The text explains that UNICEF purchases goods and services to support children and families, committed to integrity and transparency. It encourages suppliers to stay connected and provides information on becoming a supplier, including the use of the United Nations Global Marketplace (UNGGM) and the UN Supply Catalogue. A blue arrow points from a 'Supply Catalogue' box to the 'Supply Catalogue' link in the text.

unicef.org/supply/suppliers-and-service-providers

FOR SUPPLIERS AND SERVICE PROVIDERS FOR GOVERNMENTS AND PARTNERS STORIES TAKE ACTION

For suppliers and service providers

## For suppliers and service providers

*Find everything you need to work with UNICEF as a supplier or service provider*

UNICEF purchases goods and services to support goals and priorities for children and their families. We commit to the highest levels of integrity, transparency and accountability in our procurement activities, and we work with suppliers that comply with the highest ethical standards of conduct.

Stay connected with updated information and resources for current and potential suppliers.

### Becoming a supplier to UNICEF

UNICEF is interested in diversifying its supplier base and finding new suppliers that can provide quality goods at competitive prices. Here is how you can take part in our work to serve children around the world as a new supplier or service provider.

Business opportunities are posted on the [United Nations Global Marketplace \(UNGGM\)](#), where tender notices from other UN organizations are also available. To see UNICEF opportunities, click on "Show more criteria" and enter UNICEF as the selected UN Organization.

All applications to become a supplier with UNICEF must be made via UNGM. There is no charge to register as a supplier.

All procurement follows public procurement principles, and products must comply with recognised technical standards.

UNICEF reviews supplier applications and determines interest based on the relevance of products and services. For reference to products procured by UNICEF, please view our [Supply Catalogue](#).

[Supply Catalogue](#)

<https://www.unicef.org/supply/suppliers-and-service-providers>

# BECOMING A UNICEF SUPPLIER AND THE UNGM

UNICEF is interested in diversifying its supplier base and finding new suppliers that can provide quality goods and services at competitive prices

- See [www.unicef.org/suppliers-and-service-providers](http://www.unicef.org/suppliers-and-service-providers).
- All suppliers interested in UNICEF should register in UNGM.
- There's no charge to register as supplier.
- Business opportunities are posted on the Procurement Opportunities page at [United Nations Global Marketplace \(UNGMP\)](#), where tender notices from other UN organizations are also available. To see UNICEF opportunities, click on "Show more criteria" and enter UNICEF as the selected UN Organization.
- UNICEF tender plans are also updated from time to time on
- For key strategic markets we share our market outlook through market notes

[Market notes and updates | UNICEF Supply Division](#)



# UNICEF SD publishes global procurement information on a yearly basis

- UN Annual Statistical Report on Procurement
- UNICEF Supply Annual Report
- UNICEF Transparency Portal



[Home](#) [Financial Overview](#) [Explore our data](#) [Supplies](#) [Our Results Model](#) [Documents and Resources](#) [Glossary and FAQs](#)

## Welcome to UNICEF's Transparency Portal

Transparency and Accountability is a top priority for UNICEF in delivering development and humanitarian results for children. The



# UNICEF'S PROCUREMENT POLICIES/STANDARD CONTRACTUAL TEXT

**UNICEF Procurement Policies Webpage address:** <https://www.unicef.org/supply/procurement-policies>

Provides information/links to all the key UNICEF (and UN) **policy documents** including the UN Supplier Code of Conduct, the Global Compact, UNICEF's Policy Prohibiting and Combatting Fraud and Corruption, UNICEF's Policy on Safeguarding, UNICEF's Information Disclosure Policy and UNICEF Procedure on Sustainable Procurement.

**UNICEF Standard Contractual Texts Webpage address** <https://www.unicef.org/supply/unicef-standard-contractual-texts>

Makes publicly available UNICEF's **General Terms and Conditions**, Long Term Arrangements, standard contractual provisions and solicitation documents



# UNICEF GENERAL TERMS AND CONDITIONS (GTCs)

The UNICEF General Terms and Conditions consist of a set of standard contractual provisions that are incorporated into every UNICEF commercial contract to ensure that UNICEF contracts with its vendors transparently and on an equal footing.

The General Terms and Conditions were developed to reflect UNICEF's status as a United Nations organization operating under a unique Regulatory Framework that is detached from domestic jurisdictions.

They safeguard the privileges and immunities accorded to it under international law and ensure compliance with the UNICEF Regulatory Framework.

The UNICEF General Terms and Conditions are available at:  
<https://www.unicef.org/supply/unicef-standard-contractual-texts>





# SUPPLIER FEEDBACK AND COMPLAINTS

Your views are important to us and your **feedback and complaints** are taken seriously in UNICEF. If you have any complaints, please contact UNICEF's Supply Division's Quality Assurance Centre at [sd.complaints@unicef.org](mailto:sd.complaints@unicef.org).

**Ethical Complaints** concerning UNICEF staff, consultants, non-staff personnel and vendors can be reported by email to the UNICEF Office of Internal Audit and Investigation (OIAI) via email to [integrity1@unicef.org](mailto:integrity1@unicef.org).



Thank you