



# Supply Annual Report 2019

Scaling Up for Impact



Students smile at the camera  
in front of their school  
in the village of Tamroro,  
in the centre of Niger





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Reaching new heights,  
for every child.

Juliette smiles on the playground inside a youth-friendly space in the Mahama Refugee Camp, home to thousands of Burundian children, such as herself





A girl at the Bibi Amina Girls High School in Panjshir, a province in the north of Afghanistan, holds up her new UNICEF school backpack

## Scaling up for impact

In 2019, UNICEF annual procurement of goods and services for children reached a record \$3.826 billion.

As one of the largest United Nations procurement agencies, UNICEF is uniquely positioned to leverage its reach, supply expertise and purchasing power to support governments across 150 countries to deliver results for children. Through its strategic procurement and influencing market approach, UNICEF achieves substantial savings for across a range of products. In 2019, we surpassed our target for the year by 35 per cent and achieved \$363.3 million in savings for governments and donors.

Within these figures is a wide array of fit-for-purpose supplies and innovative approaches to deliver those supplies, at scale, to children. From education materials to therapeutic food, vaccines to medicines, soap to insecticide-treated mosquito nets – the supplies that support the health and well-being of children each have a unique story of scale up.

This year we highlight a range of examples of how UNICEF, in collaboration with governments, partners and the private sector, is scaling up to reach children around the world with the supplies they need, when they are needed.

### Together, we:

#### Innovate and pioneer

UNICEF collaborates with industry and partners to drive the development of innovative products that meet specific needs and bring those products to market. From the redesign of High Performance Tents to incentivizing the development of rapid diagnostic tests for Zika, UNICEF is spearheading and scaling innovations to better serve children, young people and their families.

Innovations also extend to our approaches. With the support of donors, UNICEF has scaled up special financing mechanisms that support countries to overcome budgetary constraints and ensure the timely delivery of supplies to children.

Ambition to improve efficiencies is another ‘behind the scenes’ aspect of scaling up. A new mobile app for warehouse staff facilitates real time management of supplies and exemplifies how UNICEF is harnessing technology to improve operations.

#### Build and sustain

One of UNICEF’s largest examples of scale up is reaching the world’s children with the range of vaccines to protect against preventable diseases. Each individual vaccine requires a tailored strategy to align supply and demand, developed in close collaboration with manufactures and partners. Upgrading the cold chain infrastructure across tens of thousands of health care centres to safeguard these vaccines also demonstrates how collaborations are working at scale.

#### Prepare and respond

Core to the UNICEF mandate are preparedness measures, which are a critical to scaling up response in emergency situations, whether caused by natural disasters, conflict or disease outbreaks. This year’s report includes a retrospective of how UNICEF has built on lessons learned following the 2014 Ebola epidemic in West Africa, to be better prepared to respond to health emergencies.

As 2020 unfolds, UNICEF is facing perhaps the greatest health emergency and scale up challenge in its history: to respond not only to the immediate needs of countries in their response to the COVID-19 pandemic, but also the secondary effects that the pandemic is having on nearly every aspect of children’s lives.

Just as the needs of children change over time, the supplies and strategies to meet those needs must also shift and evolve. Drawing on our global footprint, technical expertise and convening power, UNICEF will continue to mobilize with agility and determination to deliver supplies for children.

**Etleva Kadilli,**  
Director, UNICEF Supply Division



## SCALING UP FOR IMPACT

Maksim, 3, attends a kindergarten in Ukraine, two kilometres away from the contact line where fighting is the most severe





# Innovation at the heart of humanitarian response

UNICEF emergency tents are used during humanitarian responses to provide essential services in education, health, nutrition and child protection. UNICEF embarked on a co-creation process to develop new High Performance Tents, bringing manufacturers to laboratories and field locations. These experiences allowed the testing and improvement of prototypes, enabling the creation of a fit-for-purpose, multi-functional product for UNICEF programme implementation.

Tents have served UNICEF well for many years. The changing nature of humanitarian crises – including climate change and protracted emergencies – has posed new challenges to ensuring these spaces remain safe and secure. Extreme weather exposes tents to increasing risks of collapse and larger temperature variances, making it too hot or cold inside them. These environments can negatively affect a child's ability to fully benefit from the services being provided.

## CO-CREATION WITH THE PRIVATE SECTOR

UNICEF explained its needs for a new type of tent to industry partners and identified more than 1,000 requirements, including resistance to extreme weather, improved indoor temperature, increased internal space and ease of transport and set up.

The co-creation approach involved UNICEF and different manufacturers collaborating through a trial-and-error process, where prototypes were developed and tested in labs.

This included a climatic wind tunnel where hurricane-strength winds and below-freezing temperatures were simulated to test durability, thermal performance and ventilation rates.

UNICEF took the prototypes and manufacturers to three field locations to understand how climate impacts different emergency contexts: **Uganda** was selected to represent hot and dry conditions, **the Philippines** for wet and humid conditions and **Afghanistan** for bitterly cold temperatures.

## THE FINAL PRODUCT

The UNICEF High Performance Tents include a number of enhancements to improve efficiency and make life more comfortable for children in emergencies.

The innovations include:

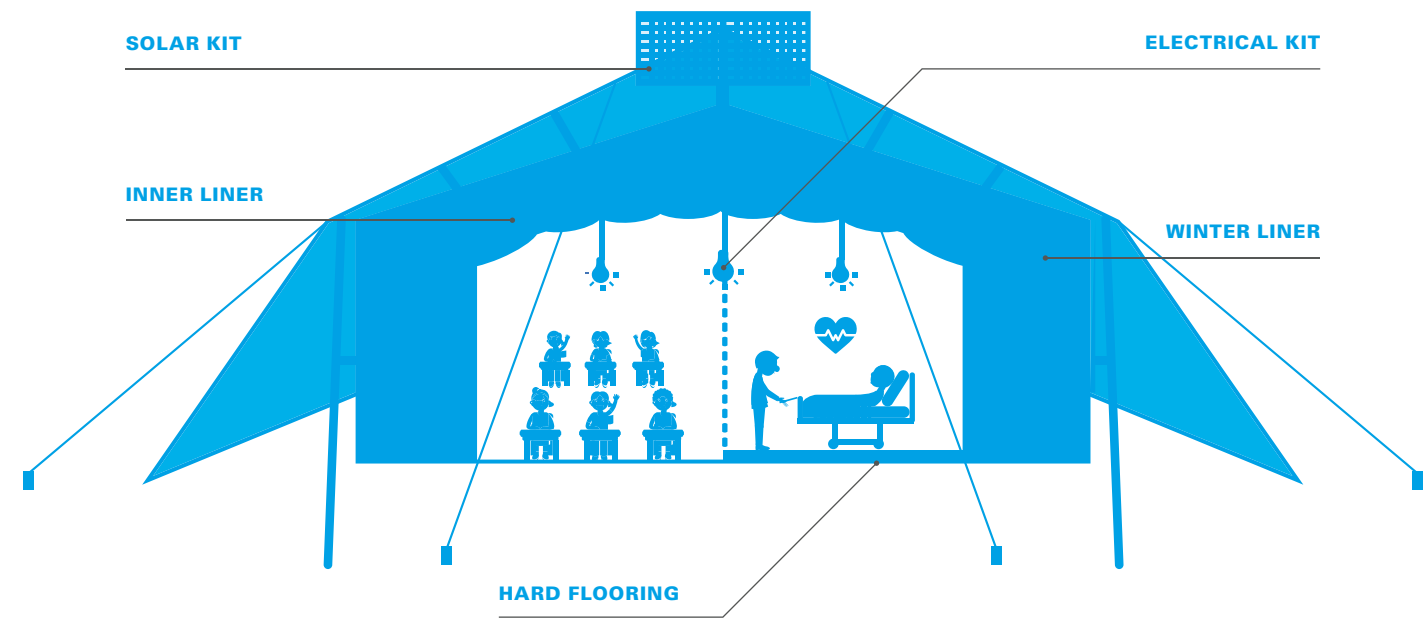
- A new anchoring system to keep the tent properly secured and improve durability to withstand extreme weather.

- A straight wall design to provide 20 per cent more usable floor space while keeping the same footprint as the existing tents.

- A three-layered window system made from a mosquito net, transparent sheet and full cover to improve lighting and ventilation, with an additional built-in shade net to help control the temperature inside the tent.

The High Performance Tents will have a significant impact on UNICEF work in humanitarian emergencies worldwide. In 2020, UNICEF will scale their distribution, whilst phasing out old tents.

With an average procurement of 4,650 multipurpose tents per year, the new tents will provide improved services to millions of emergency-affected children.



The UNICEF High Performance Tents can also be tailored and equipped with add-ons, including

- Solar and electrical kits to provide illumination and improve safety at night

- Hard flooring to provide safer, cleaner environments in muddy conditions

- A winter liner for cold climates

- An inner liner to create a more intimate feel for child friendly spaces



Drone footage of the prototypes being tested in Cotabato, the Philippines, where UNICEF and manufacturers analysed the tents' performance in hot, humid and rainy environments



# From ships to schools with local innovation

To build longer-lasting, quality learning centres for refugee children in Bangladesh, UNICEF turned to circular construction – the re-use, recycling and recovery of materials – identifying a solution steeped in local innovation, an approach that can be replicated in other countries and sectors.

Since 2017, the refugee camps in the Cox's Bazar district of Bangladesh have become home to almost one million Rohingya refugees from neighbouring Myanmar, just over half of whom are children. By December 2019, over 219,000 children aged 4 to 14 years were enrolled in 2,500 UNICEF-supported learning centres, which were initially housed in tents. These soon gave way to bamboo structures that are susceptible to fire and damage from monsoons and cyclones, requiring regular maintenance and leading to higher operational costs. More robust structures that could withstand the tests of time and nature without the need for frequent repair were needed.

The UNICEF Bangladesh Country Office looked for a viable local alternative and identified a construction technique that uses steel from end-of-life ships disposed in the Bay of Bengal as source material for

the building. The recycled steel replaces the previously used non-durable materials and can be maintained by the population, making it environmentally and socially sustainable.

The key to the success of this solution is its modular concept whereby the different elements can be built off-site by one contractor and then quickly assembled in the refugee camp. This reduces the risks and hazards associated with the population density and restricted space in the camps.

The modular approach promotes efficient procurement through the establishment of long-term arrangements (LTAs), three of which were issued in 2019. The LTAs help introduce standards and regulations in the industry, serving as safeguards for workers to support safety guidelines and insurance.

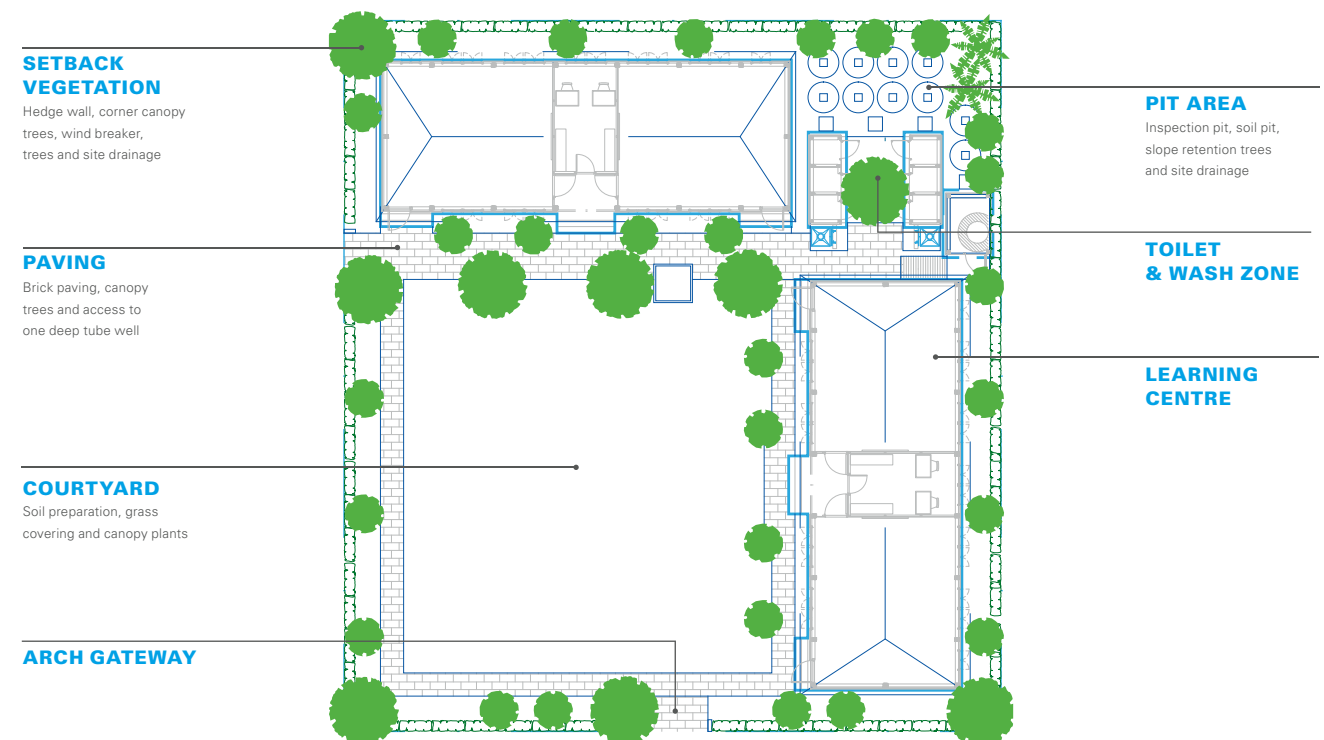
The steps taken in 2019 – identifying needs, approving designs and setting up LTAs – mean that swift action can be taken in 2020 to work on 3,300 new learning centres for refugee children in Cox's Bazar, giving them a safe and secure space where they can learn and play.

The impressive project will bring to scale a sustainable construction solution from local experience through recycling of obsolete material. This exemplifies a sensible approach that can be replicated in other sectors and countries.



Samira, 9, and Rojina, 8, at a UNICEF-supported learning centre in Camp 8 of the Kutupalong-Balukhali Expansion Site, Ukhiya, Cox's Bazar, Bangladesh. This is one of the 3,300 learning centres that will be replaced with longer-lasting, modular structures

## ILLUSTRATION OF A NEW MODULAR SCHOOL



# Warehouse in a pocket app scales up to improve supply chain efficiency

The Mobile Warehouse and Inventory Management Solution (mWIMS) smartphone app has transformed warehouse transactions from paper to digital. The new app uses real-time data to facilitate a faster delivery and improved management of critical supplies like medicines, clean water tablets, mosquito nets and nutritional supplements.

A new technology is improving logistics in UNICEF warehouses worldwide. The smartphone app mWIMS brings warehouse operations into a digital and user-friendly system, representing a technological breakthrough for the supply sector.

The app includes nine different functions that track warehouse inventory, shipments and deliveries. While staff move items in a warehouse, they can timely record each transaction into the app, which is immediately sent back to the UNICEF internal management system. This

in the warehouse, in 2019 during the response to Mozambique's Cyclone Idai it only took an average of 3 days while using mWIMS.

After its launch in late 2018, mWIMS was scaled to 54 warehouses in 23 countries, almost a third of all UNICEF warehouses around the world. Expansion plans to additional countries continue in 2020 as UNICEF aims to have all its warehouses supported

by this app. Taken to scale, the mobile solution reduces the risk of loss, obsolescence, shrinkage and control point errors, while increasing inventory accuracy and timeliness of inventory data across UNICEF warehouses worldwide. This results in a stronger, more efficient, agile and transparent supply chain that can better respond to the needs of children, especially in emergencies.

## IMPACT OF mWIMS IN EMERGENCIES

■ Days since receipt of goods

3 days

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_6026](https://www.yunbaogao.cn/report/index/report?reportId=5_6026)



## IMPACT ON WAREHOUSE EFFICIENCY THROUGH mWIMS

**30%**

reduction in transaction time when receiving goods

**30%**

reduction in picking time to prepare goods for dispatch

**50%**

reduction in warehouse management operations time by linking to the UNICEF internal management system

**67%**

reduction in time for all 3PL\* transaction processes

\* 3PL are third-party logistics supporting distribution, warehousing and fulfillment services

## mINVENTORY IMPLEMENTATION GLOBAL OVERVIEW

**54**

out of 189 warehouses with inventory

**23**

out of 55 Country Offices with inventory

**\$85 million**

out of \$194 million global stock value

**\$391 million**

out of \$1 billion global throughput in 2019



A UNICEF Supply staff member uses the mWIMS app to register receipt of goods in real time from the Port au Prince airport apron in Haiti