

Denmark

Update on the context and trends

In 2023, UNICEF Supply Division (SD) supported inclusive and equitable access to essential supplies and services for UNICEF programmes and in response to a convergence of new and persistent crises.[1] SD achieved results through collective efforts across nine strategic areas: emergency preparedness and response, strategic procurement and delivery, market influencing and product innovation, financing partnerships and solutions, systems strengthening, digitalization of the supply chain, strategic partnerships, people and culture and sustainability.

UNICEF procured \$5.2 billion in goods and services, a 29 per cent decrease from 2022, but a 37 per cent more than pre-COVID-19 levels. The global value of goods procured was \$3.5 billion, while the total global value of services procured was \$1.7 billion.

In response to the increasing number of highly complex, simultaneous, and multi-country emergencies, SD delivered a record number of lifesaving supplies to children in crisis - \$893.1 million worth of supplies for emergencies in 81 countries, with 85 per cent going to Level 2 and Level 3 emergencies.

SD, with UNICEF Country Offices (COs), played a vital role in helping *every child survive and thrive*, strengthening government-operated or regulated primary health care supply chains, and supporting 17 governments to develop or update national supply chain strategies that address barriers to health, nutrition, and WASH commodities, using tools such as the Maturity Model.

As the largest buyer of vaccines globally, SD supported the attainment of national vaccination targets by procuring and delivering routine childhood vaccines, as well as vaccines for prevention and outbreak response. In 2023, UNICEF delivered 2.8 billion vaccine doses to 105 countries, of which, 635 million doses were delivered to support outbreak responses in 38 countries. This includes 10.8 million doses of Tetanus-Diphtheria vaccines to tackle the diphtheria outbreak in Nigeria and 16.5 million doses of oral polio vaccine (OPV) and cholera vaccines to support emergency response.

In total, SD delivered 1.4 billion doses of OPV in 2023, of which 510 million doses of the novel oral polio type 2 (nOPV2) vaccine were delivered from the global stockpile in response to outbreaks in Africa. As part of the global OPV stockpile strategy, a technology transfer allowed a second manufacturer to start producing nOPV2, diversifying the supplier base, reducing reliance on a single supplier and increasing supply security.

Building on UNICEF's work to expand access to malaria vaccines, UNICEF procured the first commercial doses of the malaria vaccine and delivered 6.2 million doses to seven countries in Africa. The groundbreaking vaccine - the first developed against a parasitic disease - is the result of 35 years of research and development and is a critical step forward in protecting more children against malaria and preventing the estimated 627,000 deaths a year, of which 77 per cent are children under five years of age.

SD also supported 16 vaccine introductions in country immunization programmes, including the introduction of the Human Papillomavirus (HPV) vaccine in seven countries (Bangladesh, Cambodia, Eswatini, Kiribati, Mongolia, Nigeria, and Togo). In 2023, UNICEF delivered 24.3 million doses of the HPV vaccine, supplying one in four countries worldwide with the vaccine, and significantly reducing the risk of cervical cancer in girls.

SD continued to deliver on its commitments to COVAX, which delivered 102.6 million COVID-19 vaccine doses to 80 countries in 2023, resulting in a cumulative total of 2 billion doses delivered to 146

countries since 2021. In 2023, SD delivered cold chain equipment valued at \$131 million.

SD also advanced access to essential therapeutic and supplementary foods that treat severe acute malnutrition in children, saving countless lives. SD delivered \$401 million worth of nutrition supplies in 2023 – a 57 per cent increase from 2022, largely due to an increase in deliveries of ready-to-use therapeutic food (RUTF), a lifesaving paste that treats severe wasting in children under 5 years old. SD delivered 93,476 metric tons of RUTF to 75 countries, 66 per cent of which was procured from suppliers in programme countries. UNICEF also accelerated the availability of RUTF by providing \$95.4 million in advance payments to 14 RUTF suppliers.

SD worked to help *every child learn*, diversifying its education products portfolio to deliver \$146 million worth of child-friendly, age-appropriate, gender and culturally sensitive education supplies to 126 countries. This includes SD's iconic education kits, delivering 143,346 school-in-a-box kits, 42,791 early childhood development kits and 43,263 recreation kits in 2023. SD also provided 9,822 tents to 55 countries, some of which were used as temporary classrooms. SD also supported inclusive education, delivering 1.5 million worth of assistive and inclusive education supplies to reach nearly 300,000 children with disabilities.

SD supported efforts to *protect every child from violence and exploitation* by delivering supplies to support positive mental health and psychosocial wellbeing for children and adolescents. SD also delivered over 7,435 adolescent kits to 13 countries to promote adolescent psychosocial wellbeing, life skills and active engagement in communities. SD also introduced MindMe, an innovative kit designed to promote mental health and nurture relationships for children on the move, in conflict and protracted crises.

SD played a pivotal role in helping *every child live in a safe and clean environment*, by addressing global challenges related to water, sanitation, and hygiene (WASH) and improving access to clean drinking water, sanitation facilities and hygiene supplies. SD delivered \$150 million worth of water and sanitation (WASH) supplies in 2023. Supporting the localization agenda, SD procured 74 per cent of WASH supplies from suppliers in programme countries for faster and more sustainable access.

SD worked to help *every child have an equitable chance in life*, providing \$184 million in cash and voucher assistance that enabled families in 19 countries, including Afghanistan Jordan and Yemen, to purchase goods and services available in the local market.

[1] Throughout this document, reported achievements are invariably the result of close collaboration between SD and UNICEF Country Offices, Regional Offices, Headquarter Divisions, governments and other partners.

Major contributions and drivers of results

Emergency preparedness and response

In response to the increasing number of highly complex, simultaneous, and multi-country emergencies, SD delivered a record number of lifesaving supplies to children in crisis - \$893.1 million worth of supplies for emergencies in 81 countries, with 85 per cent going to Level 2 and Level 3 emergencies.

Addressing higher demand for critical supplies in emergencies, SD expanded the Emergency Supply List, introducing a category management approach that identifies the most frequently used emergency supplies to support diversified procurement strategies that ensure faster and more sustainable access.

To increase sustainable access to lifesaving supplies critical to the State of Palestine (SoP) response, SD accelerated local and regional procurement efforts. In record time, UNICEF conducted a regional

market assessment and evaluation in Egypt, Jordan, Lebanon and Syria that resulted in 198 new local vendors pre-screened for the procurement of blankets, children’s winter clothing, family hygiene kits, tarpaulins and tents, significantly diversifying the regional supplier base.

SD continued to ensure the cost-efficient and timely delivery of supplies in response to emergencies, utilizing intermodal transportation solutions in support of emergency responses in SoP and Sudan, reducing cargo handling, improving security, reducing risk and allowing for faster shipments.

In 2023, SD updated the Supply Emergency and Surge Roster to identify qualified and experienced staff across the Supply Community for emergency deployments. A total of 350 staff members were included in the roster, covering 14 profile areas, including cash transfer, local procurement, supply planning and coordination and in-country logistics.

In total, there were 58 Supply Community deployments to 17 emergency locations, including Egypt, SoP, and Türkiye in 2023. Of these, 41 were members of the newly established Supply Emergency and Surge Roster.

To strengthen the capacity of staff in emergencies, SD organized an in-person emergency preparedness and response training– the first since COVID-19 – that included a multi-day simulation based on the 2022 Syria-Türkiye earthquake.

Strategic procurement and delivery

In 2023, SD supported regional and local procurement and production in line with its localization strategy, promoted innovative and fit-for-purpose procurement and strengthened logistics, security and warehousing.

SD engaged with 11,667 suppliers, deliberately increasing procurement from programme countries by diversifying its supplier base for commodities. Globally, UNICEF procured \$1.5 billion, or 42 per cent, of its goods from vendors registered in programme countries. For example, 66 per cent of ready-to-use therapeutic food was procured from programme countries.

SD institutionalized the rolling demand plan for nutrition supplies for a comprehensive overview of the supply chain, from forecast to hand-over to implementing partners, and established an online platform with WFP, USAID BHA, and RUTF suppliers for information sharing on production capacity and product availability.

SD’s forecast accuracy for vaccines remained above 99 per cent.

SD diversified its education supplier base to improve access to education kits and supplies with a record 16 solicitations in 2023, covering 759 education products. SD implemented contractual arrangements for ready-made education kits in Türkiye and China, including the school-in-a-box, early childhood development, recreation and Arabic kits, complementing existing production capacity and providing faster access to education products. SD’s portfolio of medicines for non-communicable diseases was also expanded and increased local manufacturing was encouraged through industry consultations.

SD collaborated with other UN agencies, including UNHCR and UNFPA, to harmonize technical specifications for WASH products such as buckets and jerrycans. SD also established the first global long-term agreement (LTA) for ground water monitoring systems.

SD optimized its warehousing operations, delivering over \$188.2 million worth of goods from its global supply hubs to deliver over 405,000 kits to 88 countries.

SD strengthened global delivery, processing more than 11,000 air (10 per cent), sea (78 per cent) and road (12 per cent) shipments. Working closely with global freight forwarders and partners, SD improved on-time delivery— from an average packed-to-ship rate of 36 days in 2021 to 19 days in 2023.

Market influencing and product innovation

In 2023, SD continued its work to reduce market barriers that hinder access to supplies by increasing market transparency, disseminating market intelligence and influencing markets. SD issued six market and supply updates, including one on malaria rapid diagnostics tests which highlights the importance of improving demand forecast accuracy, product diversification, and funding availability. SD also piloted a secure online immunization forecasting tool that generates forecasts based on demographics, providing valuable insight for countries.

SD contributed to shaping key vaccine markets in 2023, including engagement with Gavi for the development of the Gavi Alliance Roadmaps on COVID-19, HPV and malaria and convening the Vaccine Industry Consultation and the Vaccine Procurement Practitioners Exchange Forum to exchange best practices on procurement planning for new vaccine introductions and leveraging market intelligence to inform procurement strategies.

SD engaged with GIGA - a UNICEF/ITU initiative to connect every school to the Internet by 2030 - to undertake a market review in Africa and identify a target services profile.

Price adjustment models that analyze key raw materials to reduce price volatility and risk were implemented for long-lasting insecticidal nets (LLINs) and safety boxes. In total, measures to manage the risks of raw material price volatility avoided \$4.9 million in costs in 2023.

Responding to the unmet needs of children, SD engaged with businesses to drive the development of innovative products, bringing two novel products to scale in 2023: the Oxygen Systems Planning Tool and the Juice Box. Designed to withstand unreliable or absent grid power in low-resource settings, the Juice Box is a sustainable solar solution for oxygen plants helping to ensure the security of oxygen supply to children and patients suffering from pneumonia, COVID-19 and other serious conditions.

Project Play, a UNICEF initiative inspired by a supplier, repurposed cartons into toys to support malnutrition recovery and promote early child development through play. Piloted on RUTF packaging, this frugal and sustainable innovation provided inclusive and simple toys for stimulation and parental engagement. UNICEF could potentially reach tens of millions of children per year if toy designs were added to the packaging of other supplies.

To ensure that UNICEF's products are fit for purpose and meet the needs of children in emergencies, SD, EMOPS and OoI introduced Kits that Fit— a system that empowers people to tell UNICEF what they need. Kits that Fit collects timely feedback and turns it into actionable data to customize emergency kits and other products.

SD introduced MindMe to promote mental health and nurture relationships for children on the move, in conflict and protracted crises.

SD expanded its assistive technology portfolio, launching new tenders to address needs in vision, incontinence, digital assistive technology and inclusive education. SD scaled up access to critical assistive products and inclusive supplies, reaching over 400,000 children with disabilities in 2023.

Financing partnerships and solutions

In 2023, SD leveraged, right-sized and deployed UNICEF-hosted financing structures to support governments in ensuring the sustained availability of essential supplies and long-term financial

sustainability.

The Vaccine Independence Initiative (VII) facilitated \$205.2 million in country pre-financing and special contracts to accelerate procurement in 32 self-financing countries. Since the inception of the RUTF Advance Payment Facility in 2022, the VII and the RUTF Facility have provided \$95.4 million in advance payments to 14 RUTF suppliers, expediting the availability of essential nutrition supplies and stimulating the growth of the RUTF supplier network.

In 2023, the Access to COVID-19 Tools Accelerator Supplies Financing Facility utilized \$114 million to support the COVID-19 response in 64 low- and middle-income countries (LMIC), delivering over 17 million supplies including 3.4 million vaccines, 14,000 safety boxes, 773,000 personal protective equipment items, 106,000 units of cold chain equipment, 160,000 diagnostic tests, and 713 oxygen concentrators.

The Child Nutrition Fund (CNF) Match Window - a catalytic one-to-one matching mechanism that allows national governments to double their investment in essential services and supplies for the prevention, detection and treatment of child wasting - was capitalized with \$46.1 million. In 2023, the CNF Match Window matched \$15.1 million towards the procurement of over 600,000 RUTF cartons and 460,000 units of multiple micronutrient supplementation (MMS) in 14 countries across Asia and Africa.

To support new vaccine introductions in middle-income countries that do not typically receive donor support, the Middle-Income Countries Financing Facility facilitated \$25.6 million, allowing countries to benefit from UNICEF's procurement, scale, access, market expertise, and affordable pricing.

Through increased engagement with international financial institutions, SD also negotiated and concluded 36 new memoranda of understanding with 20 countries.

Systems strengthening

SD, with COs, supported countries in strengthening end-to-end supply chains through systemic and focused interventions that build resilience. In 2023, UNICEF supported 17 governments in developing or updating national supply chain strategies to address barriers to health, nutrition, and WASH commodities.

The Maturity Model was deployed in Nigeria, Sri Lanka and Senegal, where UNICEF and partners, supported the Ministries of Health in assessing the performance of their health supply chains and developing improvement plans. In Senegal, the evidence generated served to develop a roadmap that will be integrated into the country's national supply chain strengthening strategy.

UNICEF spearheaded the digitalization of its Access and Coverage Evaluation (ACE) tool to bolster the capacity of government decision-makers in collecting and utilizing evidence-based data for the analysis of nutrition supply chain development needs.

The DRIVE initiative, designed to support innovative financing models for last mile delivery of vaccines and primary health commodities, was launched in Sierra Leone, The Gambia, Nigeria, and Malawi. Funding was mobilized to develop a revised UNICEF-hosted supply chain design and analysis tool (SCANIT) that will help countries configure their warehousing and distribution networks for increased efficiency and sustainability.

Supporting the localization agenda, SD and WHO developed the Immunization Forecasting and Supply Planning Toolbox - TechNet-21 to strengthen in-country processes and increase country forecast accuracy.

In 2023, SD supported supply chain evidence generation and collaboration, publishing *Supply Chains Save Lives: Unlocking Access for Children*, highlighting UNICEF's unique value proposition in strengthening end-to-end public supply chains in health, immunization, WASH, and nutrition. SD also published a study that analyzes the correlation between vaccine stockouts and immunization rates in LMICs and launched a webinar series with PG and Gavi on national supply chain digitalization and the implementation of Gavi's eLMIS Scale-Up Strategy.

Digitalization of the supply chain

In 2023, SD developed digital solutions to improve supply chains and support decision-making, digitalize processes, drive supply chain efficiency and activate data.

SD worked on 24 active digitalization projects in 2023 and closed the Material Resource Planning project, improving replenishment planning and increasing the availability of supplies by optimizing stock levels in SD warehouses. SD also closed the Last Mile Supply Monitoring solution, which increases visibility on the location and volumes of supplies until the final destination. The solution was endorsed by the UNICEF Digital Transformation Board to be scaled up across UNICEF.

In 2023, TRVST – a tool developed to support countries in verifying the authenticity of immunization products and to track them through the supply chain using GS1 barcoding technology – was deployed in Rwanda, Nepal and Nigeria.

SD initiated a project to digitalize the procurement processes, from the identification of potential sources of supply to the management of supply contracts, increasing efficiencies in procurement processes.

In response to the escalation of violence in the State of Palestine, SD designed and piloted an online supply and demand planning tool for use by Country Offices.

Strategic partnerships

In 2023, SD leveraged the expertise and resources of public and private partners. SD expanded the partnership framework with Africa CDC (signed in February 2024), supporting the localization agenda and advancing supply chain management and system strengthening, emergency preparedness and response, regional and pooled procurement and manufacturing.

SD continued to strengthen its position as a partner of choice with Gavi, WHO, the Measles Rubella Partnership and the Eliminate Yellow Fever Epidemics, the Bill and Melinda Gates Foundation (BMGF), USAID with the Global Health Supply Chain Programme, CHAI, and PATH. UNICEF and St. Jude Children's Research Hospital partnered to establish the Global Platform for Access to Childhood Cancer Medicines to ensure access to high-quality cancer medicines for children in low- and middle-income countries. This initiative, supported by a \$107 million investment, targets essential medicines to treat the most common forms of pediatric cancer and is expected to reach 120,000 children by 2027.

As the main financing partner for UNICEF's special financing mechanisms, SD deepened its partnership with BMGF in demand generation and market shaping for MMS during pregnancy, and continued efforts to strengthen country forecasts and increase supply chain visibility, through initiatives like TRVST.

Building on SD's lead role in establishing the COVID-19 Market Dashboard, a new grant was established to increase supply chain transparency for routine vaccines via a public dashboard.

SD leveraged its partnerships with supply chain industry partners such as CMA-CGM, Flexport and DSV, and multilateral-stakeholder partners including the European Union (ECHO), the World

Economic Forum and the Global Alliance for Trade Facilitation, to build long-term supply chain resilience and overcome short-term bottlenecks.

SD facilitated \$66.7 million worth of contributions-in-kind from partners. In addition, over \$12 million worth of in-kind logistics was brokered, including warehousing in Dubai, and freight to transport critical supplies to 55 countries.

In 2023, 76 per cent of goods procurement was conducted in collaboration with other UN agencies and development partners. In addition, UNHCR, UNFPA and UNICEF were awarded the UN Procurement Award in Collaborative Procurement for their collaboration on menstrual hygiene management.

People and Culture

In 2023, SD invested in building a modern, agile, diverse, and connected Supply Community. In 2023, 45 per cent of international professional staff in SD were from programme countries and of SD's 551 staff members, 58 per cent identified as women and 42 per cent as men.

SD fostered knowledge exchange and learning across the Supply Community, resolving 3,260 supply queries through the Supply Helpdesk, identifying critical knowledge and capacity gaps, and organizing 40 capacity building sessions. SD also organized the Collaboration Week with Regional Supply Advisors, for greater alignment and action. SD worked to enhance Supply Community skills, organizing six sessions on performance management for managers.

SD fostered an enabling workplace culture, prioritizing staff wellbeing, safety and security by reducing overtime for warehouse staff, improving security in Campus 2, and through support from the SD Staff Counsellor, who provided 280 individual sessions, 25 group sessions and introduced a new programme on manager wellbeing. In 2023, SD relocated its Service Contracting Centre including the establishment, recruitment or relocation and onboarding of all positions in various locations.

The HR Manager Dashboard was enhanced to centralize all human resources data, including the status of staff and non-staff contracts, PER completion and job descriptions, and was adopted globally by UNICEF.

Sustainability

In 2023, SD accelerated its focus on sustainability, developing a comprehensive 2024-2030 SD sustainability roadmap, including a logframe and targets to guide efforts and measure progress.

SD advanced efforts to ensure the environmental sustainability of its own operations, developing a comprehensive greenhouse gas emissions Scope 3 baseline, which estimated that 3.9 million tons CO₂ equivalents were emitted in producing, distributing and disposing of \$3.8 billion worth of UNICEF supplies and services in 2019, with vaccines, RUTF, LLINs, international freight and cash assistance driving 90 per cent of these emissions.

SD established eight LTAs for solar equipment and services to support programmatic objectives and the solarization of UNICEF offices. Piloted in five countries, these LTAs are expected to support the solarization of over 1,000 health facilities.

SD supported efforts to ensure the sustainability of UNICEF supply chains and systems, launching the revised sustainable procurement procedure, which defines the responsibility of offices to integrate environmental, social, and economic considerations into the UNICEF supply chain cycle.

SD integrated sustainability targets into its sourcing solutions and developed sustainable procurement criteria for service contracting solicitation documents. SD also supported supplier safeguarding assessments by reviewing vendor self-assessments of safeguarding capacity in areas like the

prevention of sexual exploitation and abuse, child online protection.

SD fostered sustainability in its people and culture, encouraging cycling to work and hosting Green Week activities like trash collection in a nearby nature reserve. In recognition of its commitment to sustainability, particularly in reducing plastic waste in the delivery of LLINs, SD was shortlisted for the 2023 UN Procurement Award in the sustainable procurement category.

Communication

In 2023, with the addition of two new social media channels, SD saw an exponential increase in supporters, from 80,415 across all channels in 2022 to 1.1 million in 2023. The newly established UNICEF Supply WhatsApp channel grew by nearly one million supporters in Q4 alone. The UNICEF Supply Facebook page was also launched, replacing an unofficial page. Similarly, the UNICEF Supply YouTube channel was re-established in 2023. Growth across Instagram, LinkedIn and X (formerly Twitter) was maintained at 34 per cent between 2022 and 2023. The UNICEF Supply website was visited by 349,238 users in 2023.

Visibility of UNICEF supplies in mainstream media was consistently high in 2023. SD contributed to nine global UNICEF press releases and news notes on topics including country allocations and deliveries of the first-ever malaria vaccine, and emergency responses in Libya, Afghanistan, and SoP.

The 2022 UNICEF Supply Annual Report was published in June 2023, and a concerted strategy to promote the report online, on social media, and with partners resulted in the near doubling of downloads, compared to the previous year.

Governance and Oversight

In 2023, SD provided progressive and risk-informed governance arrangements and management practices. SD implemented the new Budget Focal Point Dashboard for budget monitoring and the BRC automation tool for increased visibility, oversight and consistency. A new invoicing portal for suppliers was also launched in 2023, enhancing efficiencies throughout the invoicing and payment process.

Through the Mid-Term Review of its Office Management Plan, SD developed clear roadmaps to advance sustainability and emergency preparedness and response. A new work planning methodology and platform were also introduced, facilitating an integrated approach between workplans and budget processes, increasing accountability and cooperation between Centres.

The review of SD's Technical Function generated an Evidence-to-Action Report with 11 recommendations, and an evidence piece on product innovation generated case studies on balancing investment in supply and demand for the scale-up of innovative products.

Lessons Learned and Innovations

Emergency preparedness and response

Providing operational supply support to emergencies remains intensely demanding in time and human resources and it is thus imperative to consistently enhance and reinforce capacity in Regional and Country Offices to ensure effective and efficient responses. To meet the increasing needs of children in emergencies, SD must continuously review, revise, and when relevant, increase Emergency Supply List levels to match needs on the ground.

Increased collaboration within SD and between SD, EMOPS and PG is required to ensure that supply needs are met in emergencies.

Strategic procurement and delivery

A more structured approach to communication, knowledge exchange and knowledge management is required to address the complex environment and increased number of internal and external stakeholders involved in procurement. This would help ensure that new initiatives are grounded in documented and proven best practices and lessons learned and are aligned for efficiency.

The adoption of a project-based approach in the implementation of oxygen plants proved highly effective. A structured and focused methodology and leveraging temporary technical resources for project alignment minimized distractions and enhanced overall efficiency. The structured project management framework facilitated reassessment and adaptation of priorities, ensuring agility in the face of evolving circumstances.

Market influencing and product innovation

In market influencing, index pricing and other innovative methods to enhance value for money in mature markets require significant time investments from conceptualization to implementation. In addition, supplier knowledge is essential in navigating these new areas. In-person supplier visits provide immense value in gaining firsthand insights into some of the challenges faced by suppliers across diverse commodity groups, especially outside of tender cycles. Supplier visits will continue to be even more crucial during the implementation of cross-divisional priorities like sustainability and localization and should be encouraged.

The presence of fully engaged staff members who possess both technical capabilities and essential soft skills is also crucial for advancing product innovation. The Oxygen project is an example of where a strong cross-organizational team made up of highly engaged individuals with the ability to move at pace and possessing the right technical skills led to positive outcomes.

Financing partnerships and solutions

Multiple communication channels offer various opportunities to share knowledge consistently and ensure common understanding of complex topics across SD. Ensuring adequate and frequent communication within and across teams must be maintained to ensure results and reduce the duplication of efforts.

Systems strengthening

Consultations with Country Offices, the Supply Community and Regional Supply Advisers underscore the importance of incorporating bottom-up approaches in supply chain systems strengthening, focus must shift towards impact and implementation moving forward. Stronger internal coordination between supply and programme teams at all levels must also be encouraged to boost UNICEF's standing with national governments, partners, and donors.

Evidence generation and impact assessment increase buy in from Country Offices and national governments in implementing supply chain systems strengthening approaches and should be encouraged.

Digitalization of the supply chain

While the daily pressures of operations persist, improving systems requires dedicated time and capacity. Before embarking on or committing to deliverables for new and improved systems, required resources should be clearly outlined and a division-wide commitment to availability and support should be secured.

Strategic Partnerships

To facilitate effective contributions and to better leverage SD's relationship with partners, it is essential to establish and sustain both the framework of the partnership and personal relationships that foster trust. These foundational structures are crucial for achieving better results. Additionally, it is

important to recognize that the process of developing new areas of collaboration with partners is resource-intensive, and careful phasing is necessary to ensure adequate capacity and resources are allocated.

People and culture

Despite requiring substantial time, energy and dedication, investing in managing staff morale to avoid burn out is critical.

SD must remain flexible in accepting new challenges, leveraging its strengths and continue to engage with staff, centres, and management with an open mind to ensure emerging challenges are met with an effective and efficient HR response.

Continuous support and ensuring the effective onboarding and training of new staff on procedures and tools was considered a good practice following the relocation of SD's Services Contracting Centre.

Sustainability

Broad engagement in the development of the SD Sustainability Roadmap and greenhouse gas (GHG) emissions baseline contributed to collaboratively setting the agenda and ensuring buy in across SD. Ensuring all opinions are heard and taken on board and having clear timelines for moving from theory to practice proved critical throughout the process. Engagement with the Supply Function in regional and country offices will be necessary to further accelerate multi-dimensional and holistic sustainability across the Supply Community.

Communications

SD needs to build space for collaborative forward looking communication work between teams and centres. A considered and strategic approach to communication would increase SD's communication opportunities and contribute to reducing reputational risks. There is an opportunity to raise the impact of our communication efforts through stronger prioritization and focus.

UNICEF Supply's social media and web channels are growing in reach and engagement, however to reach our global audiences at sufficient scale, to bring new followers and to position supply within UNICEF's global narrative, we must prioritize collaborative relationships with the full communication network and contribute to the development and promotion of supply-related stories and content across UNICEF's multiple external channels.

Governance and oversight

Efficiency gains made in response to COVID-19, like the handling of service bundles, should be formalized to ensure continued optimization. Similarly, processes that worked well, like the Cold Chain Equipment Optimisation Platform (CCEOP) process with Gavi, should be continued beyond the COVID-19 response.

Grounding the OMP strategic areas in practical roadmaps (emergency preparedness and response, sustainability and localization) with clear accountabilities and indicators supported wider adoption of the supply strategies across SD and provided structure and momentum for implementation. Developing roadmaps for other strategic areas should be considered to drive implementation and advance results.