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# INTRODUCTION

Supply Division is responsible for overseeing UNICEF's global procurement and logistics operation. The Division supports country offices and partners in achieving UNICEF's priorities by purchasing supplies that meet high standards for quality and value and ensuring their timely delivery. It also makes sure that procurement by every UNICEF office follows all organizational regulations and ethical standards.

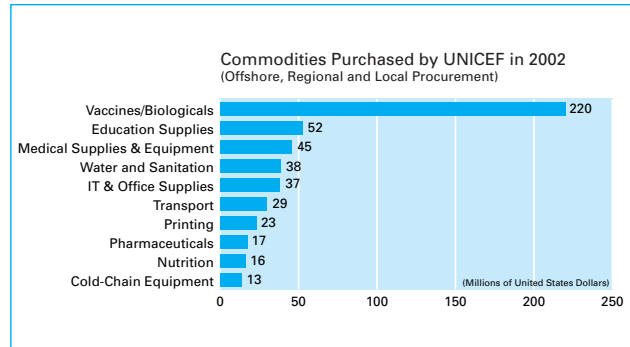
In 2002, UNICEF procured \$541 million worth of supplies for children in 162 countries and territories. Access to essential commodities is an intrinsic part of child rights, the World Fit for Children declaration adopted in May 2002 by the United Nations (UN) General Assembly and the UN Millennium Goals. Supply Division's procurement is guided by UNICEF's priorities (immunization 'plus', girls' education, early childhood development, fighting HIV/AIDS and child protection). This framework underpins the report presented by Supply Division to the Executive Board in January 2003, as well as this report.

While vaccines and immunization supplies remained the largest commodity group expenditure (at \$220 million), educational supplies became the second largest group for the first time (\$52 million). This dramatic increase in education spending was mainly due to UNICEF's assistance in Afghanistan. UNICEF's other priorities were reflected in the purchase of medical supplies and equipment totalling \$45 million, water and sanitation equipment for \$38 million, pharmaceuticals for \$17 million, and nutrition products for \$16 million.

## ... AND WHERE WE BUY IT

TOP 20 SUPPLIER COUNTRIES 2002 (US DOLLARS)			
Belgium	100,863,996	Germany	13,944,874
India	54,373,397	United Kingdom	11,667,042
France	46,664,041	Kenya	10,191,776
Italy	31,532,605	South Africa	9,310,608
Denmark	30,415,426	China	6,289,885
Japan	21,008,103	Sweden	6,189,033
Pakistan	18,618,887	Finland	5,488,553
USA	17,601,215	Canada	5,167,967
Turkey	15,509,157	Thailand	5,003,852
Republic of Korea	13,971,807	Luxembourg	4,991,550

## WHAT UNICEF BUYS GLOBALLY...



2002 was a year of gain consolidation for Supply Division. In the last two years, the percentage of on-time deliveries has doubled through a remarkable increase in productivity and the streamlining of our processes. As a result, our response to emergencies has become faster and more comprehensive.

In order to reinforce its flexibility and speed, UNICEF continued to decentralize procurement in 2002 with regional and local procurement reaching \$188 million. Seven of UNICEF's top 20 supplier countries continue to be countries where UNICEF supports programmes for children. Offshore procurement by Copenhagen and New York totalled \$353 million, of which the Copenhagen Warehouse processed \$47 million worth of goods. In addition, donations in kind of nearly \$9 million were received.

Procurement Services on behalf of partners amounted to \$120 million, making it a fully-fledged programme strategy that is being used by a growing number of UNICEF country offices to increase the impact and scale of their programmes. Since mid-2001, Procurement Services has operated in over 65 countries.

In 2002, a new role for Supply Division emerged through the Afghanistan emergency, the largest one of the year. In Afghanistan, Supply Division participated fully in the reconstruction of the national education system, procuring supplies and establishing a local production facility. As part of UNICEF's assistance, Supply Division not only procured thousands of "School-in-a-Box" kits, but also worked with the Ministry of Education to re-build a school-supply production centre in Kabul.

- **Girls' education**
- **Early childhood development**
- **Immunization 'plus'**
- **Fighting HIV/AIDS**
- **Protecting children from violence, exploitation, abuse and discrimination**

# 1

## SUPPLIES FOR UNICEF PRIORITIES

Supply Division focuses its procurement of strategic supplies on supporting UNICEF's organizational priorities. This support varies depending on the relevance of the supply component to each priority, to national priorities and to the UNICEF programme of co-operation in specific countries.

In 2002, Supply Division wrote a new report on the UNICEF supply function in the context of the Mid-Term Strategic Plan (MTSP) priorities. This report was submitted in January 2003 to the UNICEF Executive Board and was well received. This chapter follows the structure of the report to the Executive Board.

### I - IMMUNIZATION 'PLUS'

Immunization and micronutrient supplementation save millions of lives every year. Almost every child can be reached with vaccines and supplements, even under the most difficult conditions. Immunization against measles and supplementation in vitamin A have proved very efficient in protecting children against this deadly disease and in boosting their immune system. In 2002, 25 countries conducted simultaneous vitamin A and measles campaigns. In many countries, polio immunization is also combined with the distribution of vitamin A.

This protection is particularly important during emergencies. In the Democratic Republic of Congo, six million children under the age of 15 were vaccinated against measles in 2002. Responding to an emergency situation, UNICEF supported a combined measles/vitamin A campaign in selected provinces in Angola, reaching 310,000 children from the ages of six months to 14 years. In Somalia, UNICEF helped immunize 190,000 people threatened by a meningitis outbreak, while in Tanzania, over 375,000 people living in refugee camps were immunized against meningitis. In both countries, the spread of meningitis was successfully halted.

In 2002, Supply Division received nearly \$9 million worth of vitamin A, another key component of immunization 'plus', donated by the Micronutrient Initiative.



*As others look on, a health worker gives a vitamin A drop to a boy held by his mother, at a UNICEF-assisted health centre in Baudin village, Haiti.*

© UNICEF/HO94-0823/Nicole Tountoungi

Vaccine security - ensuring a reliable supply of assured quality and affordable vaccines - is one of the major components of immunization 'plus'. Supply Division is responsible for procuring all vaccines and safe injection devices for routine immunization as well as for the global campaigns to eradicate polio, eliminate neonatal and maternal tetanus and control measles, and all vaccines on behalf of the Global Alliance for Vaccines and Immunization (GAVI). UNICEF is one of the world's largest purchasers of vaccines for developing countries.

In 2002, UNICEF purchased \$220 million worth of vaccines for use in over 100 countries by UNICEF-supported programmes, GAVI and procurement services customers, including governments and other agencies. This represented two billion doses of vaccines. Supply Division only buys vaccines from manufacturers certified by the World Health Organization (WHO). UNICEF provides the vaccine industry with forecasts of vaccine requirements and works with WHO and governments on the planning of requirements for major campaigns, including National Immunization Days (NIDs), as well as for emergency outbreaks of disease. The Division also purchases safe injection materials, safety boxes and cold-chain equipment for UNICEF-supported immunization programmes.



© UNICEF/HQ99-0093/Cedric Galbe

*Members of a UNICEF immunization team carrying small coolers of polio vaccine, part of the vaccine cold chain, cross a stream in the Upper Nile region of southern Sudan on their way to the most remote villages in the region. Many walked for days to reach their destination.*

Together with the United Nations Population Fund (UNFPA) and WHO, UNICEF is committed to assisting countries to introduce auto-disable (AD) syringes for all immunization services by 2003. UNICEF and other partners supported the development of safe injection plans for 35 countries eligible for support from GAVI. In 2002, under the GAVI safe injection programme, UNICEF shipped more than 54 million AD syringes to 18 countries. For Pakistan alone, UNICEF procured over 22 million auto-disable syringes. In the Russian provinces of Chechnya and Ingushetia, UNICEF procured 440,000 auto-disable syringes and the cold chain system was upgraded. In Ethiopia, the government shifted to AD syringes for its immunization programme.

Another critical component of an immunization programme is the cold chain, as vaccines are highly sensitive to temperature variations. This comprises the refrigerators, cool boxes and ice-packs used to keep vaccines at the required temperature when being transported from the manufacturer to the woman or child being vaccinated. UNICEF Supply Division also works with other organizations to look at new technologies and their potential impact on children in poor countries. One such initiative was the collaboration between UNICEF, Greenpeace, WHO, the German Technical and Development Agency (GTZ), the United Nations Environment Programme (UNEP) and the Danish Technical Institute to develop vaccine coolers using solar energy. A letter of intent was signed by all the participating organizations and the project is at the

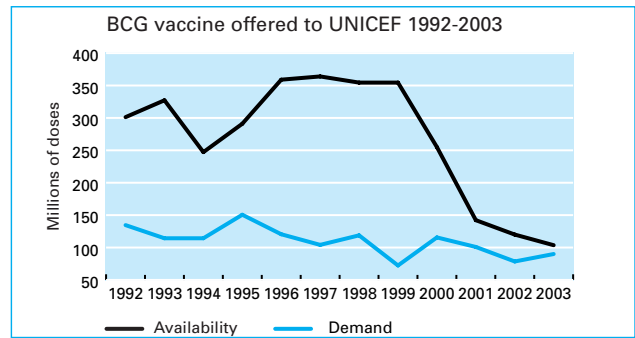
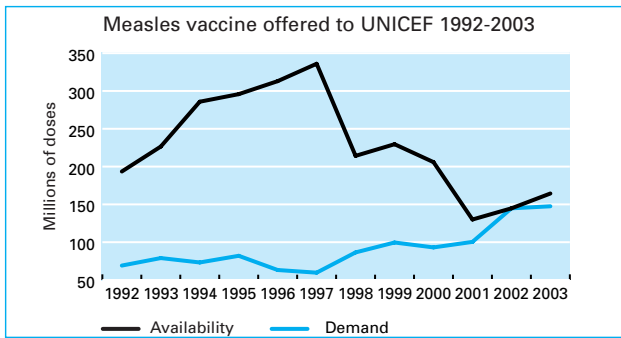
testing stage. The UNICEF country office in Bangladesh took part in this testing and gave positive feedback. This new technology would be very valuable in countries without reliable electricity supplies.

### Executive Board paper on vaccine security

Supply Division presented a report on vaccine security to the UNICEF Executive Board at the first regular session of 2002 (E/ICEF/2002/6). The report stressed that vaccine security – the sustained, uninterrupted supply of affordable vaccines, especially for the poorest countries – is under threat as the world is experiencing vaccine shortages serious enough to jeopardize immunization programmes for children. Vaccine security requires the guaranteed production of vaccines, secures multi-year allocations for vaccine financing, the development of long-term forecasting of vaccine requirements and helps reduce wastage.

In 2002, Supply Division gave considerable attention to improving a country's ability to forecast its vaccine needs. The enquiry format was re-designed and communication with countries was increased. The Division has held discussions on its long-term vaccine requirements with 12 producers in developing and industrialized countries. High-level meetings with major manufacturers have helped to increase their confidence in UNICEF and resulted in a better understanding of the constraints facing both sides.





The availability of funding has improved as some donors are committing themselves earlier to cover vaccine needs. However, assured funding is still insufficient for issuing longer-term contracts with manufacturers. The unpredictability of funding is the greatest risk to ensuring adequate and sustainable vaccine supply.

To improve forecasting, UNICEF revised the Vaccine Forecast Guidelines for the period 2004-2006. The country-driven forecast will be used to prepare the baseline for establishing vaccine security. All UNICEF-assisted countries are requested to submit their total programmatic needs for vaccines, including the quantities, types and presentations, and the expected funding sources, i.e. UNICEF, other agencies or government. Supply Division will use the forecasts to help manufacturers plan vaccine production, prepare the next vaccine tender as well as develop funding needs.

One of the biggest success stories in 2002 in terms of forecasting and securing funding was for polio vaccine. Supply Division worked with major donors to receive funding releases as early as six months prior to delivery. Previously the norm was five weeks. The WHO global programme for the eradication of polio put together a ten-year forecast scenario - the longest term forecast ever made by an initiative.

Significant progress has also been made in the forecasting of routine demand from country offices for measles and tetanus vaccines. In 2002, only 22 out of the 162 countries and territories assisted by UNICEF reported stock-outs of some vaccines. The Immunization Team based in Supply Division will continue to provide assistance to these countries, as well as a few key countries that make up a large portion of vaccine demand such as Pakistan, the Philippines and Bangladesh.

### The Global Alliance for Vaccines and Immunization

Supply Division is responsible for procuring all vaccines for GAVI, which is a broad partnership of many public and private organizations. In 2002, this procurement amounted to nearly \$50 million, primarily for new and under-used vaccines, specifically against hepatitis B and *haemophilus influenzae* (Hib), and yellow fever in endemic countries. UNICEF facilitated the introduction of these new vaccines in 39 countries by providing technical support on the GAVI application process.

In Sierra Leone, with the support of GAVI and UNICEF, the yellow fever vaccine was introduced in the national immunization programme. Benin received hepatitis B and yellow fever vaccines for the first

Diverging Vaccine Markets						
Primary Disease compared to vaccine	Measles	Diphtheria, Pertussis, Tetanus	TB	Hepatitis B	HiB	Polio
Low Income Countries	mono <b>12¢</b>	whocell <b>8¢</b>	BCG <b>7¢</b>	mono & in combo with DTPw <b>32¢</b>	in combo with DTPw <b>\$2.35</b>	OPV <b>10¢</b>
Middle Income Countries	MMR	whocell in combo	BCG	in combo with DTPw	in combo with DTPw	OPV
High Income Countries	MMR <b>\$15.99</b>	accelular in combo <b>\$11.75</b>	none	in combo <b>\$9.50</b>	in combo <b>\$23.40</b>	IPV in combo <b>\$9.96</b>
Significant loss of production						

time, while Malawi and Uganda introduced pentavalent vaccines. The Division has worked closely with the industry and the recipient countries on managing the roll-out, allocation and shipment of the new vaccines.

## Eradication of polio

Supply Division continues to work intensively with governments, WHO, other partners, and manufacturers to manage the global Oral Polio Vaccine (OPV) supply and to plan for vaccine requirements.

The European Region was declared polio-free in 2002 and just seven countries were polio-endemic by the end of 2002, down from 10 a year earlier. A record 550 million children received OPV in 95 countries. In the 10 countries where polio was still circulating by the end of 2001, UNICEF and partners supported over 50 national and sub-national immunization days, reaching more than 200 million children.

Supply Division procured some 1.3 billion doses of OPV for 2002 campaigns in 80 countries for a value of \$107 million. For India alone, Supply Division procured 55 million doses of polio vaccine, and the India Country Office locally purchased over 500 million doses, helping the country achieve a 95 percent coverage rate, for a target 150 million children. In Iraq, no polio case has been recorded since January 2000, and four million children were vaccinated against polio in 2002.

## The complexity of vaccine procurement

Vaccine purchasing has become increasingly complex in recent years as the market has changed, owing to a growing divergence between the types of vaccines used in industrialized and developing countries. Industrialized countries generally buy more complex vaccines against a wide range of diseases. In developing countries, UNICEF and local governments purchase basic good-quality vaccines against the main childhood diseases as part of the expanded programme on immunization. For example, the price for a dose of combined measles/mumps/rubella vaccine can be as high as \$16 in the public sector in the United States, while UNICEF buys a single measles vaccine that costs 12 cents a dose (ref. table on p. 7).

As markets have changed, some manufacturers have stopped production of the cheaper vaccines. Supply Division is working with current manufacturers to increase the availability of the basic vaccines used by UNICEF, and is also working with potential new manufacturers in both industrialized and developing countries.

## II - FIGHTING HIV/AIDS

A key aim of UNICEF's work on its priority to combat HIV/AIDS is to expand access to care and support for children and their families living with HIV and AIDS. Many of the 40 million people living with the disease in the world's poorest countries lack even basic medicines to treat common infections and other conditions. Efforts are directed to support the prevention of HIV infection among young people and the development of strategies and national policies to support school-based life-skills education on HIV prevention, prevention of mother-to-child transmission (PMTCT) and protection and care for orphans and children made vulnerable by HIV/AIDS.

In support of these strategies, Supply Division assists countries not only through better access to needed supplies, but most importantly by offering technical support. In 2002, Supply Division focused on medicines for PMTCT in poor countries, providing a limited selection of anti-retroviral medicines, essential medicines and other supplies for a basic package of antenatal care. UNICEF was the first United Nations agency to launch an international tender for HIV-related medicines, which resulted into several Long-Term Arrangements.

In 2002, Supply Division supported 26 countries in accessing anti-retroviral medicines, 32 in procuring HIV test kits, and 11 in technical support to ensure appropriate infant feeding practices. In total, the Division procured over 750,000 HIV test kits for a value of \$800,000, and nearly \$100,000 of HIV/AIDS medicines specifically in the context of PMTCT. In addition, UNICEF received some 6,500 doses of zidovudine from Glaxo Smith Kline for PMTCT programmes in four countries. Technical support was also provided to 15 countries starting new PMTCT programmes and to seven countries planning to expand their programmes. For instance, in the Central African Republic, the procurement of nevirapine has facilitated UNICEF's advocacy for the mother-to-child transmission (MTCT) project to go national in 2003.

UNICEF plans to offer its procurement services to governments and their partners who want to buy HIV-related medicines. Such an initiative was signed with Columbia University.



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Part of an AIDS education and awareness project, girls sit on the floor around a large poster, drawing lines to connect groups at risk of contracting HIV/AIDS, at the Pang Lao School in the northern city of Chiang Rai, Thailand.

## Collaboration with Columbia University

In 2002, the Mailman School of Public Health at Columbia University, New York, and UNICEF signed a five-year co-operation agreement on prevention of mother to child transmission (PMTCT) of HIV/AIDS, focusing on post-natal care (MTCT-PLUS).

The MTCT-PLUS Initiative supports the provision of HIV-specific care, including access to a number of standardized anti-retroviral options when clinically indicated to HIV-infected women and children identified in PMTCT programmes, and to their HIV-infected family members as appropriate.

More information on this collaboration is available on our website at [www.unicef.org/supply](http://www.unicef.org/supply).

Through UNICEF Procurement Services, Supply Division is responsible for the procurement of medicines and technical assistance for the Initiative. The first round of grants for HIV care and treatment includes anti-retroviral therapy for infected mothers, children, and other family members, at 12 sites in eight African and Asian countries (Côte d'Ivoire, Kenya, Mozambique, Rwanda, South Africa, Thailand, Uganda and Zambia). In all these purchases, UNICEF Supply Division has abided by the international norm for procurement of pharmaceutical products and respected patents and national drug regulation in individual countries.

## HIV/AIDS related supplies

Another priority for Supply Division has been to provide information on HIV-related medicines and supplies. These projects are part of a United Nations system-wide strategy to increase access to affordable and reliable HIV treatment and care.

The first project, started in 1999, is an annual report, "Sources and prices of selected drugs and diagnostics for people living with HIV/AIDS", published by UNICEF, the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNFPA, WHO and *Médecins Sans Frontières*. The report is based on a survey of over 200 pharmaceutical manufacturers in 40 countries world-wide.

The second project, also a collaboration between the same partners, initiated in 2000, evaluates HIV-related products in accordance with WHO-recommended standards.

During 2002, UNICEF collaborated with WHO, UNAIDS, UNFPA and the World Bank in the pilot procurement and quality sourcing of HIV/AIDS medicines and diagnostics. This resulted in the pre-qualification of some 160 products from 21 companies. WHO evaluated several HIV-related medicines, and the list of products that were found to meet WHO recommended standards is available on the UNICEF



## THE SCHOOL-IN-A-BOX KIT

The school-in-a-box was originally developed by education experts from UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO) to provide basic education to hundreds of thousands of children in refugee camps, who had been displaced by the events in Rwanda in 1994. The box contains supplies and materials for up to 80 students (in double-shift classes of 40), plus supplies for the teacher, in a locked box that can be used as a blackboard when coated with the special paint included in the kit.

Using a locally developed teaching guide and curriculum, teachers can establish makeshift classrooms almost anywhere. The kit's purpose is to ensure the continuation of children's education during the early stages of an emergency. Over the past five years, the school-in-a-box has been used extensively in India, Kosovo, Timor-Leste, Turkey and Afghanistan, with some of these kits produced locally and others assembled at the Copenhagen warehouse and shipped to the country.

In 2002, in addition to the school-in-a-box kits for Afghan children, UNICEF procured and assembled 20,000 kits for 21 countries.



*A new school-in-a-box, bearing the UNICEF logo, stands open in the middle of a classroom where students, some holding their new slates, sit in a semi-circle listening to their teacher at a school in the village of Kuije, near the northern town of Malange, Angola.*

Supply Division webpages at [www.unicef.org/supply](http://www.unicef.org/supply). The list includes 15 anti-retrovirals (ARVs) and six products for opportunistic infections. The ARVs on the list allow for several triple therapy combinations. This initial phase of the project includes 53 products from ten branded and generic manufacturers. The project is ongoing and list updates are available on the websites of the participating organizations.

### III – GIRLS' EDUCATION

Access to appropriate educational supplies is essential to the fulfillment of children's right to education. UNICEF works with governments, NGOs and communities to assess the needs and procure educational supplies where appropriate.

In the context of education, UNICEF's experience shows that providing water and sanitation facilities to boys and girls in school is also one of the key interventions for girls' education. In Tanzania, an important factor contributing to older refugee girls in primary schools dropping out of school was poor hygiene and lack of sanitary materials. UNICEF responded by procuring over 20,000 buckets along with 200,000



*Two other girls seated beside her at a shared desk, a girl stands and speaks during a history class held in a tent in a rural area of the municipality of Drenica, west of Pristina, the provincial capital of Kosovo. UNICEF provided the tents and recreational materials, as well as rucksacks containing basic school supplies for each student.*

pieces of laundry and toilet soap. In Chad, one of the 25 countries selected to accelerate girls' education, UNICEF helped build 11 separate boy and girl latrine blocks in schools, benefiting 2,200 pupils. Some 43 classes were also rehabilitated and equipped, benefiting over 2,500 children. School sanitation has become a new focus area in many countries, proving to be an efficient way to enhance hygiene and sanitation within school but also the family. UNICEF is developing a new hygiene kit that will be used both in emergency (e.g. refugee camps) and development situations (e.g. schools).

In 2002, the amount of educational supplies procured increased significantly, from \$34 million in 2001 to over \$52 million. In Sierra Leone, UNICEF was the largest supplier of educational materials after the government. Supply Division procures various items of educational equipment and materials that can be ordered as separate items or assembled in a kit (such as the school-in-a-box), or in specific sets, based on the local requirements of a country office or external customer. Supply Division is working with Programme Division to develop standards to be applied throughout UNICEF and to review the school-in-a-box kit from a gender perspective.

The supply component of UNICEF education programmes is most visible in emergency situations, largely because of the success of the school-in-a-box, which has been used by UNICEF since the mid-1990s.

The most recent and spectacular use of educational kits was in Afghanistan, where UNICEF provided educational kits to nearly three million children and thousands of teachers (ref. story on Afghanistan page 22). In Mozambique, as part of its emergency assistance, UNICEF procured nearly 800 school-in-a-box kits, and pre-positioned 177,000 pupil kits, some 62,000 teaching kits and 590 school kits to be delivered at the beginning of 2003. In the provinces of Chechnya and Ingushetia, Russia, UNICEF provided 700 school-in-a-box kits, along with 74 school tents and 47,000 textbooks.

#### IV – EARLY CHILDHOOD DEVELOPMENT

Part of the UNICEF commitment to early childhood development (ECD) is to support programmes to deliver nutrition, child and maternal health, water, sanitation and hygiene-related services and commodities. Supplies have always been and remain central to most of these efforts. These items range from essential medicines, medical kits, midwife and safe delivery kits, micronutrients and food supplements to insecticide-treated bednets, water containers, latrines and



*Using a UNICEF-supplied standing height board, a small boy's height is measured by a woman health worker at a Community Child Care Unit in the Al-Khamayal neighbourhood in Baghdad, Iraq.*

even pumps and drilling rigs in some countries. In all of these cases, Supply Division works with country offices to determine appropriate standards and product specifications.

The Division is in the process of developing an ECD kit, which will be tested in the field in 2003. The kit has been developed to respond to the needs of young children and includes a variety of play materials. For children from zero to three years, there are books, puzzles, hanging mobiles, soft safe objects, and for children from three to six years, there are stimulation materials such as hand puppets, colouring pencils and paper, cups and spoons and caregiver's materials (notebook, paper towel, apron, food container and soap). This kit is being developed to help families in emergencies take care of their young children's health, nutrition and development.



## Essential medicines and medical supplies and equipment

In 2002, UNICEF procured \$17 million worth of pharmaceutical products and nutritional supplies for over \$16 million, in addition to nearly \$9 million of vitamin A as a donation in kind. Medical supplies and equipment represented one of the largest commodity groups at \$45 million.

The procurement of essential medicines, including micronutrients, is an area of special concern because of the potential risks involved if medicines are unsafe or do not meet the required standards. Supply Division, which follows the WHO Model List of Essential Medicines, is a centre of expertise on the quality, manufacture, regulatory requirements and purchasing of essential medicines and provides technical assistance in their management in and outside UNICEF. The Copenhagen warehouse is certified for Good Distribution Practices for pharmaceuticals.

Pharmaceutical procurement is particularly complex. The expanding use of counterfeit and unlicensed medicines is a concern in many countries, and UNICEF focuses on controlling the origin of the medicines it supplies and only allows country offices to purchase medicines through Supply Division. The Division has a quality assurance system for purchasing medicines, involving pre-qualification of suppliers who comply with the WHO Good Manufacturing Practice Guidelines (GMP). In addition, this stringent system assesses the documentation provided by suppliers, evaluates products and includes site visits to manufacturers.

Supply Division is an active member of the Inter-Agency Pharmaceutical Co-ordination Group (IPC), which was established in 1996 by UNICEF, WHO and the World Bank and later joined by UNFPA and UNAIDS. Through the IPC, each agency's pharmaceutical advisers meet regularly to review common policies and practices, and to co-ordinate pharmaceutical policies underlying technical advice to partner countries. There is agreement among the partners that the pre-qualification of pharmaceutical manufacturers is a pre-requisite for ensuring product quality.

## Micronutrients

In 2002, Supply Division procured \$16 million of nutritional products, including vitamin A, iron/folic acid tablets, iodization plants and salt iodization test kits.

UNICEF supported Iodine Deficiency Disorders prevention in 92 countries, through awareness-raising, salt iodization, advocacy for legislation and quality assurance.

In Somalia, UNICEF provided approximately 130,000 pregnant women with iron/folic acid tablets as part of its support to ante-natal care. In Sierra Leone, anaemia prevention and control activities were expanded nation-wide and UNICEF supported a full anaemia prevention package, consisting of iron folate tablets, anti-malarial tablets and deworming tablets, to nearly 29,000 women. In Cambodia, UNICEF delivered three new iodization plants helping the country iodize about half of its salt (some 12,000 metric tonnes a year).

## Supplies for anti-malaria programmes

Malaria kills an African child every 30 seconds. A simple two-dollar mosquito net could protect them from this deadly disease. Additionally, providing pregnant



*In the village of Kanin'ga, Malawi, Stedia Blande, a member of the Village Health Committee, shows villagers how to treat a mosquito net with the insecticide. The kit was procured by UNICEF as part of its anti-malaria programme.*

© UNICEF/SD/03/Sandie Blanchet

women with anti-malaria tablets twice during their pregnancy greatly reduces their risk of infection and of having low-birth weight babies, a major cause of infant death.

UNICEF, in collaboration with national and international partners, supports anti-malaria programmes focusing on children under the age of five and pregnant women in all sub-Saharan countries. In 2002, UNICEF provided over 4 million mosquito nets to 25 African countries, for a total value of nearly \$10 million, making it the largest mosquito net buyer in the world. This represents a 175 per cent increase since 2001. In addition, UNICEF purchased \$3 million worth of insecticide, used to treat the mosquito nets.

UNICEF works closely with international and local partners from the public and the corporate sector to support anti-malaria programmes.

The **Roll Back Malaria (RBM) Partnership**, launched in 1998 by WHO, UNICEF, the United Nations Development Programme (UNDP) and the World Bank, mobilizes global support and resources, and builds effective partnerships to reduce the malaria burden. The RBM Partnership is now at a critical juncture, with a need to focus on achieving wide-scale impact at country level through increasing coverage of the cost-effective interventions that are available.

One of UNICEF's major contributions to the Roll Back Malaria Partnership is the sourcing and provision of malaria-related commodities, principally insecticide-treated nets. These are the current standard for protection against malaria, especially for young children and pregnant women. Insecticide-treated nets can reduce child mortality by 20 per cent and clinical cases of malaria by 50 per cent.

However, several studies show that, even when accompanied with strong communication and mobilization campaigns, the household use of treated nets is currently low, averaging only 1 per cent. While families do buy the nets and keep using them for a long period of time, the re-treatment rate of mosquito nets is very low, reducing dramatically the protection offered by the nets.

UNICEF, in collaboration with other partners and in the framework of the RBM Partnership, has been looking at the use of long-lasting insecticide treated nets, which have been developed in response to the low re-treatment rates of conventional insecticide-treated

mosquito nets, especially in Africa. A long-lasting net is a ready-to-use pre-treated mosquito net, which requires no further treatment during its expected life span of four to five years on average.

Various studies show that the demand for these new nets is already very high. But the production is very low, and so far, WHO has approved only one long-lasting net, produced by a Japanese manufacturer. These nets have been tested successfully in several countries for cultural acceptability. However, they are relatively expensive and available in only limited quantities. The Japanese company has entered an agreement with a local company in Tanzania to transfer the technology and to produce long-lasting nets locally in Africa. In Somalia, UNICEF distributed 76,000 long-lasting nets.

While this is considered a positive beginning, UNICEF works with current and potential manufacturers to increase production further. In addition to seeking competitive prices, UNICEF also ensures that the quality of nets and insecticide are guaranteed.

## Water and sanitation

While supplies remain an important component of water and sanitation programmes, the value of supplies in this area decreased from \$55 million in 2001 to \$38 million in 2002, a decrease mostly due to a decline in offshore procurement for the Oil For Food Programme (OFFP) in Iraq. The trend is to use water and sanitation equipment for pilot projects at the community level, and encourage communities and local governments to take over the procurement of equipment and supplies. Similarly, UNICEF country offices have been encouraged to use locally available services to drill wells instead of buying expensive and complex drilling equipment.

In Vietnam, UNICEF assisted the government in the construction of water facilities such as gravity/flow piping, spring protection systems, tube wells and rain water jars, providing safe water for 173,000 people. In addition, sanitation facilities were constructed in over 300 primary schools and 100 childcare centres and kindergartens. More than 20,000 young children were thereby provided with a safe and healthy learning environment. Supply Division also gave technical expertise to the Sierra Leone office, guiding the bidding process for a major contract for drilling boreholes. In Chechnya and Ingushetia, Russia, UNICEF provided over 700,000 bars of soap.



## V – CHILD PROTECTION

The supply component of child protection is concerned primarily with emergency response and protection of affected children. One of the UNICEF Core Corporate Commitments in emergencies is to provide essential supplies for health and nutrition, education, water supply and sanitation. Emergency supplies are increasingly planned as part of a long-term perspective, that also includes rehabilitation and development.



*A boy stands by a tent with the word 'UNICEF' printed on it, in a UNICEF-assisted centre for children orphaned by the war, in the village of Akunge, near the central town of Kuito, Angola.*

Supply Division's Copenhagen warehouse is key to UNICEF's emergency response capacity. Emergency supplies can be packed and shipped within 24 hours of receiving an order, delivering the essential medicines and vaccines, medical equipment, water containers and purification tablets, blankets and educational supplies needed for children's immediate survival and re-

covery from trauma. In addition to its central warehouse in Copenhagen, Supply Division relies on its decentralized procurement structure to provide less expensive local options for emergency response.

To meet the needs of children affected by natural disasters or conflicts in 2002, Supply Division dispatched 50 full emergency airlifts. Afghanistan and the surrounding region called for high attention and this resulted in 39 full emergency airlifts alone. These airlifts transported a total of 1,850 metric tonnes of cargo. In addition, other emergency responses were undertaken with several smaller shipments.

The emergency items transported were predominantly hygiene kits, blankets and emergency health kits. Pharmaceuticals, vaccines and other supplies were also airlifted out in full charters to, among other areas, Angola, Bangladesh and Liberia. The year 2002 confirmed the trend already established in 2001 that educational and nutritional supplies are increasingly becoming part of early emergency responses.

In major emergencies, UNICEF is a partner in the United Nations Joint Logistics Cell (UNJLC), led by the World Food Programme (WFP) at field level. The UNJLC provides two standard training sessions, one hosted by WFP in Brindisi, Italy and the other hosted by UNICEF in Copenhagen.

### Supply Division's support to countries in emergency

Supplies, especially education supplies, were an important component of UNICEF's response in Afghanistan during the emergency and post-emergency phases. In July 2002, Supply Division provided about 800,000 Oral Rehydration Salt (ORS) sachets in response to a cholera outbreak. UNICEF also procured 65,000 family kits and 75,000 blankets in anticipation of the harsh winter.

In Mongolia, UNICEF delivered 180 metric tonnes of high energy biscuits to children affected by the snowstorms and cold winter, contributing to halving the number of malnourished children under the age of two.

In Liberia, following the model of child-friendly spaces developed during the Balkans war, UNICEF created multi-purpose spaces encompassing rooms, storage space, playgrounds, water points and latrines. Children have access to early childhood care, informal learning (through school-in-a-box), counselling, recreation and growth promotion on one site.



© UNICEF/SD/02/John Roger Nielsen

*UNICEF school-in-a-box kits are being loaded into a charter plane for the children of Afghanistan.*

Following the Goma volcano eruption (Democratic Republic of Congo) in January 2002, Supply Division sent charter planes containing tents, tarpaulins, water purification tablets and ORS to the neighbouring town of Kigali, Rwanda, as part of UNICEF's immediate response. Some 65,000 children affected by the armed conflict received educational supplies.

In anticipation of the severe drought that affected southern Africa, six UNICEF country offices in Zimbabwe, Malawi, Zambia, Lesotho, Swaziland and Mozambique prepared country-based supply plans, defining their immediate supply needs to be nearly \$7 million. The technical support, procurement and delivery of these supplies were closely co-ordinated by the Regional Support Office in Johannesburg, the Pretoria Procurement Centre and Supply Division in Copenhagen.

In 2002, supplies worth almost \$4 million were sent to Angola to address the urgent needs of internally displaced persons and the malnourished population, previously inaccessible due to war. The supplies were mainly OPV, measles and yellow fever vaccines, education supplies, therapeutic food (F75 and F100), essential medicines (including anti-malarials), measuring scales and growth monitoring supplies.

As part of the UN effort to develop a contingency plan in Iraq, Supply Division, the Iraq Country Office and the Regional Office for the Middle East and North Africa collaborated to pre-position emergency supplies in and around Iraq. Assuming that providing supplies to the civilian population in Iraq would be difficult during and immediately after the war, the pre-positioning of supplies would ensure that they were readily available and reduce delivery delays.

The total value of supplies that were pre-positioned for Iraq in 2002 was over \$800,000. These consisted mainly of essential medicines, high-protein biscuits, water containers, school-in-a-box kits, emergency health kits, therapeutic milk, water treatment plants and soap. These supplies were intended to cover the immediate needs of up to 2 million people for three months.

# PANEL

## 1

# PROCUREMENT SERVICES

### ADDING SCALE AND IMPACT TO COUNTRY PROGRAMMES

Through Procurement Services, UNICEF purchases and delivers supplies and provides technical assistance in procurement to governmental and non-governmental partners. UNICEF offers its procurement services to these partners when the activities complement or are part of the country programme, thus leveraging new resources for children. UNICEF Procurement Services puts at their disposal its experience, global purchasing and logistics capacity, as well as high standards for integrity, transparency, price performance and quality.

2002 was a milestone year for Procurement Services as UNICEF recognized it as one of the programme strategies to be used to achieve the organizational priorities and the UN Millennium Development Goals, and to implement the World Fit for Children declaration.

In 2002, Procurement Services amounted to \$120 million. Since mid-2001, projects have operated in over 65 countries. UNICEF Procurement Services' partners encompass governments, multi and bi-lateral agencies, international funding or financial organizations, universities and NGOs. Major customers include the Governments of Bangladesh, India and Pakistan for immunization; the Japanese International Co-operation Agency for projects in a range of countries; and the Governments of Ethiopia, Ghana, Kenya, Lebanon, Malawi, Madagascar, Morocco, Mozambique, Rwanda, the United Republic of Tanzania, Uganda and Uzbekistan.



*In Malawi, a child waits with his mother to be immunized. Vaccines were purchased through UNICEF Procurement Services.*

© UNICEF/SD/03/Bonnie Bagger





© UNICEF/HQ003-0100/Shehzad Noorani

*Amidst other workers, a woman, Sara Haider, affixes a sticker - several of which she has put on her clothing, for easy reach - to a box of teaching materials that is partly sealed with tape bearing the UNICEF logo, at the Ministry of Education's Logistics Centre in Kabul. The stickers bear the logo and title of 'Japan Official Development Assistance', the single largest donor to the Back-to-School campaign. Part of the Back-to-School campaign, Sara is one of 200 workers, including 40 women, hired to sort and distribute some of the 6,400 'schools-in-a-box' and up to 300,000 other educational kits provided by UNICEF.*

## BUILDING CAPACITY THROUGH KNOWLEDGE SHARING

The principal advantage of UNICEF Procurement Services is that it offers partners a full supply package, including assistance with product specifications and planning, procurement, use and end-user monitoring.

Through an innovative Procurement Services project, new health posts and health centres were rehabilitated and built in Senegal. The African Development Bank gave \$2.5 million to fully equip centres in three regions. UNICEF was a project partner from the planning stage, and Supply Division's technical expertise was used to draw up a list of the essential items needed for the centres, in consultation with the Ministry of Health. The range of equipment required was vast, from simple items of furniture such as beds and tables, complete maternity, surgical, cold-chain and laboratory testing equipment for the different rooms in each centre, to larger more complex items such as scanners. Motorcycles were also included, so that pharmaceuticals and other supplies could be transported easily when the centres were up and running. Once Supply Division had procured the items, the Senegal Country Office took on the task of distribution.

In addition, a unique element of the project was to encourage capacity building within the country. UNICEF expertise was called upon again to train local medical staff. Individuals, who had been trained on how to use new items such as the scanners, were in turn able to train others. Staff were also encouraged to expand their knowledge so that fewer referrals to hospital would be required. For example, in the past if a pregnant woman experienced severe difficulties in labour, she would have to be transported to hospital. Today, doctors at the centres have been trained in performing caesarian operations themselves, thus providing faster and more effective medical care.

The project has proved so successful that it is being expanded to a further region in Senegal and a contract is being negotiated for an identical project in Guinea.



**SUPPLIES CONTINUE  
TO BE CENTRAL TO  
UNICEF CO-OPERATION**

# 2

# SUPPLIES AND COUNTRY PROGRAMMES

## I – SUPPLY STRATEGY DEVELOPMENT

Supply Division has worked closely with country offices in recent years to develop and improve the quality of annual supply plans. Supply planning is necessary to ensure the cost-effective and efficient procurement, timely delivery and distribution of supplies. It has a direct impact on the successful implementation of programmes for children and women. The development of a new procedure in 2002 has allowed country offices and Supply Division to work more efficiently together on comprehensive supply plans.

UNICEF uses these plans to negotiate long-term agreements with suppliers. These agreements, under which UNICEF and the supplier agree on commercial terms for products in anticipation of future orders, assure more rapid delivery and better prices.

The first step in supply planning is to undertake assessments of essential commodities to ensure that the right children receive the right supplies at the right time. Supply Division, in collaboration with other divisions and regional offices, has been assisting country offices in undertaking these assessments. The first structured assessments took place in Bosnia and Herzegovina and Ecuador in 2002. Other countries (Cambodia, Myanmar, Niger, Benin and Bolivia) have also been selected as part of the pilot phase. These assessments focus on commodities that are essential to the fulfillment of children’s rights related to the five MTSP priorities.

### Percentage of UNICEF supplies used in:

Africa	42
Asia	39
Middle East and North Africa	11
Central Eastern Europe	
- Commonwealth of Independent States	4
The Americas and Caribbean	4

## II – DECENTRALIZATION

Supply Division is responsible for the procurement of all vaccines, auto-disable syringes, safety boxes (for disposal of injection equipment), pharmaceuticals, micronutrients and therapeutic foods. UNICEF field

## TING MEETING

Supply Division has adopted the Nordic tradition of gathering colleagues from country offices every year for a “Ting” assembly. The meetings are forward-looking and ensure a common strategic approach is developed and endorsed by colleagues representing country programmes operating within a wide variety of political, social, climatic and geophysical challenges.

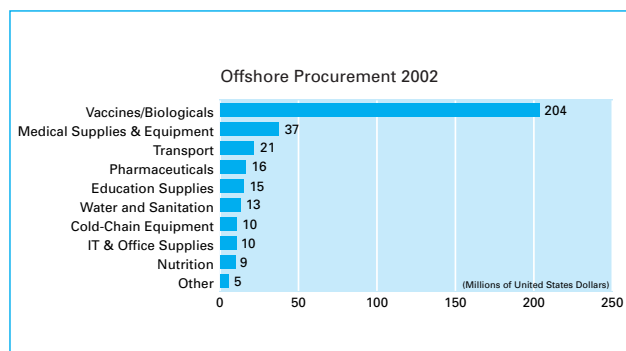
The Tings have developed strategic themes for immediate action such as the identification of the essential supplies for organizational priorities, requirements for reliable supply delivery systems, roles and responsibilities during acute emergency responses, emergency preparedness planning, procedures for supply forecasting and planning and support for ensuring high quality local procurement.

offices are authorized to undertake local procurement up to \$50,000 for all other commodities without prior authorization, depending on the availability and quality of local products. Field offices generally procure non-strategic commodities like fuel, construction supplies and printing services. In 2002, UNICEF purchased \$188 million worth of supplies locally.

The advantages of local procurement include after-sales services, avoidance of delays because of customs clearance and reduced transport time. However, prices are not always competitive, not all commodities are available locally, the quality is sometimes sub-standard and suppliers might keep low stock levels, resulting in the need for a mix of local and offshore procurement.

Supply Division frequently negotiates direct ordering arrangements under which field offices may purchase various items directly, including computers, office supplies and furniture, vehicles and some cold-chain equipment. In total, nearly \$13 million worth of supplies were procured through the direct ordering system, an increase of almost \$4 million on 2001.

## WHAT UNICEF BUYS OFFSHORE FOR ITS PROGRAMMES...



Regional supply centres were established in 1998 in Ankara, Turkey and Pretoria, South Africa. The Ankara Centre was created to procure supplies for OFFP, especially educational supplies, and the Pretoria Centre was set up to source suppliers of bednets and insecticides as part of the Roll Back Malaria Partnership. Both centres quickly expanded to provide a wider range of supplies to UNICEF offices. The Ankara Centre played an essential role following the 1999 earthquake in Turkey and during the Afghanistan emergency in 2001-2002. The Pretoria Centre now procures supplies for UNICEF programmes throughout southern Africa.

### III – IN-COUNTRY LOGISTICS

Supply Division has increased its support to country and regional offices in risk analysis and to improve in-country systems. These efforts focus in particular on countries receiving shipments of anti-retroviral drugs for the care and treatment of children and women with HIV/AIDS.

Working with governments, UNICEF continues to monitor and evaluate in-country distribution and logistics systems to ensure that supplies are reaching the intended beneficiaries. Where and when necessary, UNICEF provides technical support to a recipient country, via its country office.

At the end of 2002, Supply Division, in collaboration with other UNICEF offices, initiated the development of in-country logistics policies to strengthen UNICEF's global capacity in this area. UNICEF is in the process of identifying best practices in the field and addressing gaps in the effective delivery of supplies and their impact on country programmes.

## IV – STRENGTHENING STAFF CAPACITY

The increasingly complex business environment requires improved supply staff capacity in country offices. Supply Division has been systematically providing professional training through regional training workshops and special courses in Copenhagen to achieve this. The Division has also worked with the Division of Human Resources to develop competency profiles for various supply, procurement and logistics posts.

Senior Supply Division staff have been out-posted to regional offices to support the staff of country offices in these efforts, particularly in Africa, where most UNICEF programmes have a high supply throughput.

In 2002, four Supply-Programme Orientation Workshops were held in Copenhagen for 81 colleagues from 51 countries working in supply, programme and operations. A regional workshop was held in Beirut for 38 colleagues from 18 countries in the Middle East and North Africa Region. The main objectives of the workshops were to strengthen collaboration between supply, programme and operations to enhance supply planning and the management of supplies.

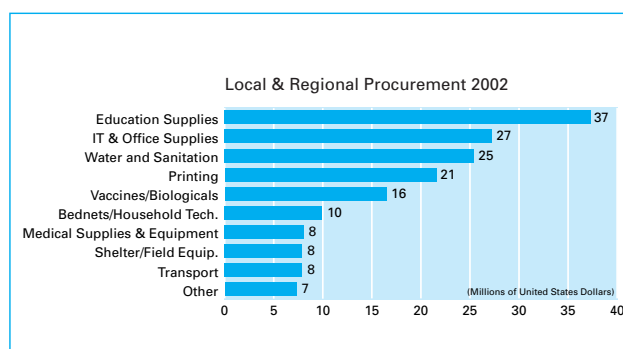
In addition, Supply Division has conducted several workshops on ethics, an important issue for the Division, especially in view of its competitive business environment.

## V – INCREASING UN COLLABORATION

Supply Division works closely with other United Nations agencies on a wide range of policy and programmatic issues. WHO in particular is a strong partner on immunization and medicines. UNICEF also works closely with UNFPA in health programmes.

At field level, and especially during emergencies, UNICEF supply staff co-ordinate closely with the World Food Programme and the Office of the United

## ...AND WHAT FIELD OFFICES BUY FOR THEMSELVES





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The plastic wrapping at the UNICEF warehouse now bears the new UNICEF logo.

## SUPPLIES AND THE BRANDING EXERCISE

Supplies have traditionally been associated with UNICEF in the mind of the general public, and UNICEF continues to make extensive use of supplies in fund-raising campaigns and emergency appeals. Most media stories about UNICEF and accompanying photographs have a supply component. Supply Division works with other divisions and National Committees to support UNICEF advocacy and fund-raising and to implement the revised UNICEF brand. It is expected that, within a year, most supplies that bear the UNICEF logo will conform to the brand. This will require continuing the joint effort by Supply Division and the Division of Communication that began in 2002.

Nations High Commissioner for Refugees (UNHCR) on shipping, logistics and distribution.

As part of the UNICEF contribution to the Roll Back Malaria Partnership, Supply Division has been working to expand the availability and use of new technology for insecticide-treated bednets. The Division works with other partners on common approaches to product specification, procurement and warehousing.

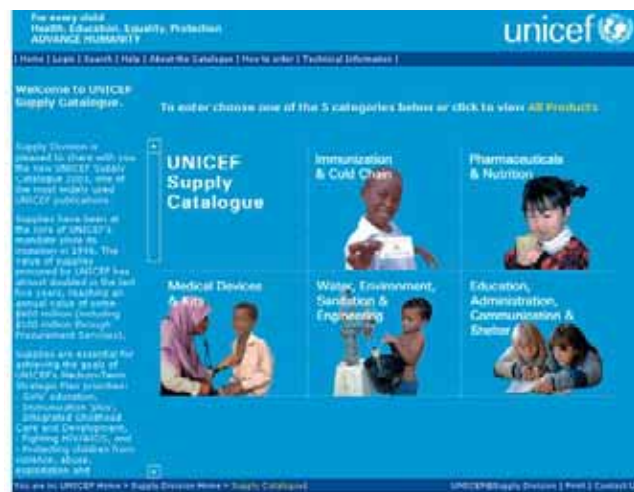
There has been a significant review of procurement rules and regulations with the aim of harmonizing further the different agencies' procurement activities. Work is progressing on the concept of a "lead agency" for specific commodities and the possibility of sharing long-term arrangements within the United Nations system. One example is the freight forwarding agreement established by UNICEF, which is now used by other agencies.

At the annual Inter-Agency Procurement Working Group (IAPWG) meeting in 2002, the next steps for the lead agency concept were agreed upon. Under this concept, a UN agency takes on the bidding and contracting responsibilities in key commodities for all participating agencies in areas where it is recognized as a leader within the UN system. The Director of UNICEF Supply Division was elected chairperson of the IAPWG for the next period.

Supply Division has been procuring supplies for the United Nations Oil for Food Programme (OFFP) for Iraq since the programme's inception in 1997. The value of supplies procured each year has varied depending on the allocations to UNICEF. In 2002, Supply Division procured over \$21 million of supplies for this programme. Under OFFP, UNICEF is responsible for

programme implementation in Northern Iraq (distinct from the programme of co-operation between UNICEF and the Government of Iraq), working on water supply and sanitation and some education and nutrition programmes. UNICEF has focused in particular on the rehabilitation of damaged systems and combating persistent drought, through the large-scale provision of vehicles, heavy equipment and components for water and sanitation systems. UNICEF has also supported the construction of schools and the installation of printing presses for the production of textbooks.

A small team in Copenhagen manages the OFFP procurement operation. The team works closely with the Ankara Procurement Centre, which was established to manage regional procurement for OFFP, and with a supply team in Northern Iraq.



In 2002 Supply Division developed a new print and web supply catalogue, which contains the specifications of 1,700 items, as well as business and technical notes. The webcatalogue can be found at [www.unicef.org/supply](http://www.unicef.org/supply).



# PANEL 2

## PENCILS AND NOTEBOOKS TO WRITE CHILDREN'S RIGHTS IN AFGHANISTAN

### THE ROLE OF SUPPLY DIVISION IN THE 2002 "BACK-TO-SCHOOL" PROGRAMME IN AFGHANISTAN:

Supply Division played an important role as part of UNICEF's assistance in the reconstruction of the education system in Afghanistan. Not only did the Division procure hundreds of thousands of school-in-a-box kits, but it also worked with the Ministry of Education to re-build a school-supply production centre in Kabul. The supply operation for education in Afghanistan, especially the logistics centre in Kabul, represents a new approach to emergency logistics. The objective is to assist countries in transition to bridge the gap between emergency and development by building national capacity so that a country becomes self-sufficient in the planning, production and distribution of educational or other supplies.

UNICEF helped nearly three million Afghan children to go back to school in March and September 2002. This was only the beginning of a Herculean effort to re-build the national education system in Afghanistan that aims to send and keep over four million children in school from 2003 and provide them with quality education. 30 per cent of pupils now attending school are girls. While UNICEF aims to ensure that all girls have access to school, this figure already represents remarkable progress. Even before the Taliban, girls made up only 2 per cent of enrolment.

The project was the largest exercise ever undertaken in the field of education anywhere in the world. Formal schools, informal schools and home-based classes all received supplies.

The logistics involved in distributing the kits embraced technological extremes – from aircraft and helicopters to the use of taxis, wheelbarrows, donkeys and porters. Hundreds of trucks were used to transport the kits to Kabul, for onward distribution to provincial centres around Afghanistan. UNICEF staff were in daily contact with almost 100 suppliers and manufacturers to track progress and identify problems. Countless obstacles were encountered and subsequently overcome. These included obtaining exemption certificates, getting customs clearance on time and negotiating demurrage and port storage charges so that more funds could be freed for children; driving through flooded roads; identifying local focal points and ensuring that they were ready to receive the supplies; and co-ordinating operations in several countries at the same time.

For UNICEF, this represented an unprecedented operation that mobilized hundreds of staff throughout the world: in Afghanistan, in the neighbouring countries (especially Pakistan and the Central Asia Region), in New York Headquarters and in Supply Division. It required close collaboration with the Afghan authorities, donors, other UN agencies and NGOs.

## LOGISTICS OF A \$25 MILLION OPERATION: BACK-TO-SCHOOL I

The objective was to enable 1.5 million children in the northern and western parts of Afghanistan<sup>1</sup> to return to school at the end of March 2002. This project was called Back-to-School I. Together, the Afghanistan and Pakistan Country Offices and Supply Division played a major role in co-ordinating and facilitating the timely delivery of supplies, based on the local assessments.

When the programme was initiated in January 2002, Supply Division had a three-month window of opportunity. Three months to identify, procure, assemble, pack and distribute thousands of educational kits to 1.5 million children living in a country where the human and financial resources and infrastructure had been weakened by years of war. While UNICEF, including Supply Division, was used to and prepared for emergencies, it was the first time that the organization had to handle an emergency of this magnitude.



*School-in-a-box kits at the Kabul warehouse, ready for distribution to local schools.*

The first step was to identify the appropriate educational materials. For many years, UNICEF has been developing and using the school-in-a-box kit, which contains the basic teaching/learning materials for 80 students and one teacher (ref. p. 10).

Ten thousand boxes, providing teaching/learning materials for 800,000 children, were flown from the UNICEF warehouse in Copenhagen in 13 full charters. But it was far from enough. Due to the tight deadline, and after a preliminary survey of the domestic market, it was agreed that most supplies could be pro-



*At the Kabul warehouse, staff are receiving bulk supplies, assembling and packing them into school-in-a-box kits.*

cured in Pakistan. The cost was reasonable, the quality and quantity adequate, and local procurement would dramatically reduce the delivery time. However, as of 1<sup>st</sup> February 2002, there was no logistics officer in UNICEF Afghanistan, no warehouse for UNICEF educational supplies, and no packing centre. Thirty days later, UNICEF had put in place four logistics officers in Pakistan, a further six in Afghanistan and had set up a packing centre and warehouses in Pakistan and other neighbouring countries.

The National Logistic Cell in Pakistan hired 180 staff to work in the packing centre in Nowshera, Pakistan, in two shifts, from 8am to 4pm and from 4pm to midnight. Supply Division sent a total of eight staff from its Copenhagen warehouse to Nowshera in rotation. In less than two months, the Nowshera warehouse produced 50,000 educational kits, at the rate of two boxes per minute.

In addition, smaller warehouses in Tajikistan and Uzbekistan produced over 10,000 kits, 400 recreational kits and 600 school tents to be distributed in the neighbouring provinces in Afghanistan.

One of the most challenging tasks was to support the in-country logistics system. It was not enough to get 7,000 tonnes of quality supplies from the manufacturers and to assemble them into thousands of kits on time. UNICEF had to ensure that the kits were distributed to the children who needed them. In a country

<sup>1</sup> Due to the variations in climate, the school year starts in March in the northern part of Afghanistan, and in September in the South-East.



© UNICEF/SD/02/John Roger Nielsen

*These girls at the Zarghoona school, Kabul, are among the 2.9 million children who went back to school and received UNICEF's assistance in 2002, including supplies.*

where the education network had been disrupted for over six years, an innovative solution had to be found. In collaboration with the Ministry of Health, the UNICEF Afghanistan Office used the national immunization network. Thousands of health workers were mobilized to distribute or receive educational materials. An unusual request that was nonetheless well received and implemented.

*In Afghanistan's native languages, they call it "Sabak", the return of learning.*

On 23<sup>rd</sup> March, some 3,000 schools across Afghanistan opened their doors to 1.5 million boys and girls, many of whom were entering a formal classroom for the first time in six years. Virtually every school in the country received educational materials, with 93 per cent of the supplies delivered on time.

## RE-BUILDING THE EDUCATION SYSTEM IN AFGHANISTAN: BACK-TO-SCHOOL II

The second phase of Back-to-School targeted over a million children living in the south-eastern provinces of Afghanistan.

The procurement strategy was significantly different from the first phase because the situation had evolved. The Afghan authorities and UNICEF agreed to set up a warehouse in Kabul itself. The objective was not only to produce educational kits on time, but also to build capacity in the Ministry of Education. By training local staff, UNICEF applied to supplies the same far-sighted strategy it applies to programmes: support a country so that it will no longer need you.

In July 2002, UNICEF identified a former industrial centre that already belonged to the Ministry of Education and had been the hub for school furniture production. It was disused and badly damaged in recent years.

UNICEF spent \$50,000 on rehabilitating what is now called the Ministry of Education Logistics Centre. Within a couple of months, new windows replaced the shattered panes, the main buildings had been rewired and generators installed to provide power to the whole complex. Water and sanitation engineers drilled a deepwell to ensure a supply of drinking water and set up separate latrines for male and female workers on the site. UNICEF also supported a health centre and rehabilitated a mosque.



On 12<sup>th</sup> September 2002, UNICEF Afghanistan handed over six warehouses to the Ministry of Education, which now forms the nerve-centre of the supply and distribution operations for schools across the country.

But physical repairs were just one aspect of the project. More importantly, under the supervision of UNICEF Supply Division staff, the new workforce, all Afghans, was trained in warehouse management, the use of databases, basic health and safety, and followed on-site literacy classes. UNICEF installed a classroom at the warehouse, equipped with 20 computers.

One sensitive issue was the employment of women in the warehouse, as UNICEF wanted to ensure that at least some of the 200 new jobs would be accessible to women. According to local custom, women could not work in the same room as men. UNICEF supply officers had to come up with a creative solution. The warehouses were divided with simple plastic sheets, so that women could work on the production line without being seen by men.

The first major task for the Logistics Centre was to pack and distribute classroom materials, including student stationery and teachers' kits for over a million children and 25,000 teachers. In addition to the 3,000 school-in-a-box kits sent from the Copenhagen warehouse, all supplies were procured through Supply Division, save for the canvas school bags purchased in Pakistan. Six packing lines were established with the support of UNICEF Supply Division expertise. These packing lines produce 4,000 education kits per day when the centre works at maximum output. Some 90,000 school-in-a-box kits were made in Kabul with UNICEF assistance.

In Copenhagen, UNICEF staff collaborated with suppliers to streamline the procurement of the tonnes of educational materials required for the kits. For the first time, all supplies were packed in containers sealed at the manufacturers and delivered directly to the Kabul warehouse. This new procedure proved more cost effective, faster, more secure and made it easier to track consignments.

Every day during the month of September, truckloads of materials, coming mostly from Turkey, but also from China, France, the Netherlands and Germany, were offloaded and repacked into educational kits, each serving 70 students. Some 200 staff, all paid by the Ministry of Education and trained by UNICEF, worked in the warehouse.

Once the school kits were ready, they were sent to the UNICEF zonal offices in Kandahar and Jalalabad, then dispatched to the various provinces, and from there distributed to selected "drop zones", and finally to the schools. The operation required a huge distribution plan. Monitors were hired to visit each school the day before delivery to inform the villagers.

## PREPARING FOR THE NEW SCHOOL YEAR IN AFGHANISTAN

In 2002, the UNICEF Office for Afghanistan spent over \$50 million in the area of education, supporting the enrolment of nearly three million children. The bulk of these funds was allocated to educational supplies and logistics.

The next phase, entitled "Stay at School", targeted over four million children. This programme aimed to deliver five different special education kits: student kits for grades 1-3, 4-6, 7-12, teachers' kits and school kit supplies. A truly global effort was launched, with participation from the Ankara, Bangkok, Beijing and Copenhagen procurement centres. All four offices selected suppliers from their own regions, and issued tenders at the same time for bulk procurement and complete kits. Supply Division tested the quality of all samples. A total of 180 containers full of education materials were sent to the Logistics Centre in Kabul, where they were assembled into kits.

On 23<sup>rd</sup> March 2003, some four million Afghan children went back to school, where the materials they needed to complete a new school year were ready and waiting for them.



*At the Kabul warehouse, renovated by UNICEF, a worker packs a school-in-a-box for the Back-to-School operation.*

© UNICEF/02/E. Cawardine

- **Speed**
- **Quality**
- **Price**
- **Compliance**

# 3

## PERFORMANCE AND PROGRESS

Supply Division strives to improve its performance continuously, in order to provide quality supplies to children and their families faster and at a better cost. In 2002, the Division confirmed significant improvements in its performance. These gains were based on a thorough, ongoing review and strategic streamlining of its processes.

Four criteria guided this review: compliance with international standards, price, quality and speed. Supply Division monitors its performances on a daily basis so that corrective action can be taken immediately if necessary. The results in certain areas of the Division's processes are particularly noteworthy.

### I – LONG-TERM ARRANGEMENTS: GAINS IN TIME, QUALITY AND COST

Over the past few years, Supply Division ploughed resources into developing Long-Term Arrangements (LTAs) for the majority of its warehouse products and frequently procured supplies. The number of LTAs rose from 603 in 2001 to 850 at the end of 2002. These arrangements formalize long-term commercial partnerships with selected suppliers. Although LTAs are not formal or exclusive contracts, they are entered into in good faith by both parties.

The use of LTAs provides substantial administrative savings by foregoing repetitive bidding for the same product(s). It provides low prices by combining a multitude of small quantity orders into estimated annual quantities without making any financial commitment for the entire quantities in advance. It also allows UNICEF to avoid the necessary expense of either plant or pre-delivery inspection of numerous suppliers when changing suppliers often.

LTAs imply shorter processing and procurement times, thereby speeding up the delivery of goods to the end-users. They make it easier to ensure that a consistent quality is maintained, thereby reducing the possibility of rejection or non-acceptance.

### II – QUALITY AND SPEED OF SUPPLY DIVISION'S EMERGENCY RESPONSE

Supply Division's experience in emergencies has shown the great benefit of a constant and pro-active consultation process right from the initial stage. At the beginning of a crisis, or if possible before, Supply Division establishes a chain of communication to discuss contingency plans and monitor emerging supply needs during the course of the emergency, and to plan supply needs for reconstruction and rehabilitation.

The co-ordination involves the field office representatives, the UNICEF emergency office, freight forwarders, as well as various key staff within Copenhagen. A thorough plan and review of the quantity and type of supplies to be dispatched, delivery schedules and special logistic considerations are developed. Supply Division follows the process until the shipment of supplies has been finalized, with the aim of responding to the request within 48 hours.

In 2002, several divisions involved in emergency responses, including Supply Division, met to strengthen their collaboration and, ultimately, enhance UNICEF's response to emergencies. The purpose of the meeting was to respond to the practical question of how UNICEF meets these commitments and priorities by identifying the nature of supplies that it should be prepared to deliver, and the ways in which they should be delivered. Several supply lists were developed at the meeting for the respective technical programme/operations sectors (health, education, nutrition, water and sanitation etc).

With support from the United Kingdom Department for International Development (DfID), UNICEF looked at the possibility of regional sourcing and stockpiling of emergency supplies. Supply Division has doubled the global emergency stockpile controlled by the Copenhagen warehouse to a value of \$1.3 million, enough to cover the emergency needs of 100,000 people for three weeks at any time. It was also decided that



Supply Division would use suppliers' warehouses to hold additional inventories of shelter materials, blankets, water containers, water purification tablets, oral rehydration salts, etc.

### III – ACCELERATING PROCESSES THROUGH AUTOMATION

Supply Division regularly reviews its internal processes in light of the latest technical developments. The objective is for staff to focus more on quality work instead of transactions. Two examples of this are the bar code project (bar codes and scanning devices are used to manage the goods in the warehouse) and the on-line cost estimate for Procurement Services partners.

#### Barcoding

The implementation of the bar coding system in the warehouse is speeding up the receiving, storing and dispatching process. It is estimated that processing time has already fallen by 30 per cent.



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A UNICEF staff member at the Copenhagen warehouse uses the new barcoding device to read information on incoming pallets of supplies.

Supply Division has asked its suppliers to use pallets with a bar code indicating the origin, content and date of packing. When the supplies arrive in the warehouse, UNICEF staff scan the label, and the information goes directly into the Division's information system. In the storage area, warehouse staff can pick up a pallet and ask the system through the scanning terminal where to put it. Or they can even go directly to an empty location and check there by scanning the location code label if it is really free. The system gives the information required immediately. Because the

system is online, it reflects instantly all the movements in the warehouse and avoids errors. The advantages of the new system are accuracy, instantaneous information, flexibility and time-saving.

#### On-line cost estimates for Procurement Services

With the upgrade of the Procurement Services webpages, it is now possible for potential customers to register their institution on-line. Enhancing the registration process improves the processing time for orders.

Registered customers can apply to receive access to all indicative prices in the Supply Catalogue. By having access to this information, it is easier for the cus-

**UNICEF Procurement Services**  
Registration Form

Please fill-in the form and submit it to us. Should you have any questions about this form do not hesitate to [contact us](#). Please review our criteria for eligibility.

For security reasons it is only allowed to enter up to 50 characters except text boxes like "Comm and others will of course allow longer text. Also the following characters are illegal; "%^\*()-\_+={}\|<>/"

Please note that fields marked with a star "\*" are mandatory.

Full Name of Institution:  \*

Type of Institution:  \*  
If other please specify:

User Salutation:  \*

First Name:  \*

Last Name:  \*

Job title:  \*

Telephone:  \*(please include country & city code)

Mobile:

Fax:  \*(please include country & city code)

Official email address:  \*

Office Address:  \*

City:  \*

Postal Code:  \*

Country:  \*

Address of Internet website:

Alternative contact person:  \*  
(please include contact details if different from those given above)

Briefly describe how your mission relates to children/women's issues:

Main type of funding for supplies/projects:

If Loan:  \*  
If other please specify:

If NGO: Registration Number:

HQ Address (if different from above):

Would you like to sign up on our mailing list to receive News and updates? Yes  No

Comments:

tomers to plan and budget for future projects. In addition, registered customers receive the appropriate Memorandum of Understanding (MOU) for completion. Completing the Memorandum of Understanding does not obligate an institution to procure supplies through UNICEF. However, having a valid MOU on file with UNICEF considerably speeds up the process of ordering supplies as it is required before procurement can begin.

#### IV – QUALITY CONTROL

Supply Division evaluates and registers all suppliers with whom it does business. The evaluation assesses a company's financial strength, manufacturing capacity and quality systems. Existing suppliers are also regularly re-evaluated. UNICEF is part of the United Nations Common Supplier Database, which is managed by the Inter-Agency Procurement Services Office. To assure a wide supplier base, Supply Division takes part in and organizes several supplier seminars in different parts of the world every year. In China, UNICEF's exacting quality control standards have contributed to a steady improvement in local production. The Division's inspectors randomly inspect all supplies coming to the UNICEF warehouse and evaluate all samples submitted with bids. In addition, inspection companies have been contracted to carry out factory inspections on behalf of UNICEF.

In 2002, 95 per cent of the suppliers Supply Division did business with had been evaluated.



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*A UNICEF staff member checks the quality of surgical gloves at the Supply Division office, Copenhagen.*

#### V – COMPLIANCE WITH INTERNATIONAL STANDARDS

As part of efforts to ensure that supplies are of high quality, UNICEF purchases supplies that comply with recognized international standards. This is especially important for products that could threaten children's health if the quality were not controlled. For vaccines, essential drugs and most nutritional products, UNICEF follows WHO standards. For recreational supplies, UNICEF's quality evaluation is based on the European Union standards.

UNICEF's current technical provisions are in line with WHO requirements for the pre-qualification of suppliers of medical devices. Since only a limited number of countries have established national regulations for medical devices, the following ISO and EN product standards are used:

- the goods must meet the essential requirements described in the EEC Directive: Council Directive 93/42/EEC of 14/06/1993.
- the supplier must be able to provide certificate ISO 9001/EN46001 or ISO 9002/EN46002

For mosquito nets and insecticides, UNICEF requires full compliance with WHOPES (WHO Pesticides Evaluation Scheme) requirements. These are based on ISO standards.

For cold-chain equipment, UNICEF requires full compliance with WHO Performance Specifications and Standard Test Procedures (ref. WHO/EPI/LHIS/97.03-14).

Finally, in line with its child rights mandate, Supply Division only does business with companies that can guarantee that they do not exploit child labour or manufacture landmines or landmine components.

## **ANNEX 1**

### **UNICEF SUPPLIER COUNTRIES**

(OFFSHORE, REGIONAL AND LOCAL PROCUREMENT)

## **ANNEX 2**

### **OFFSHORE PROCUREMENT THROUGH COPENHAGEN/ NEW YORK**

## **ANNEX 3**

### **REGIONAL AND LOCAL PROCUREMENT BY UNICEF FIELD OFFICES**

## **ANNEX 4**

### **WHERE SUPPLIES ARE USED**

VALUE OF SUPPLIES PROCURED AND/OR DELIVERED PER COUNTRY

## **ANNEX 5**

### **INVITATIONS TO BID AND RESPONSES RECEIVED**

(OFFSHORE PROCUREMENT)



**UNICEF SUPPLIER COUNTRIES**  
(Offshore, regional and local procurement)

Country	Value (US\$)	Country	Value (US\$)
Afghanistan	2,780,228	Dominican Republic	154,230
Albania	212,800	Ecuador	228,362
Algeria	381,907	Egypt	775,550
Angola	2,521,995	El Salvador	895,015
Argentina	508,474	Equatorial Guinea	2,055
Armenia	105,328	Eritrea	504,489
Australia	1,230,974	Ethiopia	3,932,343
Austria	883,407	Fiji	164,044
Azerbaijan	464,024	Finland	5,488,553
Bangladesh	3,926,384	France	46,664,041
Barbados	224,281	Gabon	134,372
Belarus	106,150	Gambia	256,216
Belgium	100,863,996	Georgia	104,108
Belize	34,629	Germany	13,944,874
Benin	439,093	Ghana	1,288,086
Bhutan	502,837	Greece	22,109
Bolivia	413,919	Guatemala	969,661
Bosnia and Herzegovina	770,929	Guinea	483,325
Botswana	204,054	Guinea-Bissau	400,229
Brazil	1,345,973	Guyana	172,013
Burkina Faso	1,018,559	Haiti	246,524
Burundi	1,197,521	Honduras	479,355
Cambodia	4,087,036	Hungary	132,020
Cameroon	383,937	India	54,373,397
Canada	5,167,967	Indonesia	3,130,915
Cape Verde	221,979	Iran (Islamic Republic of)	639,386
Central African Republic	318,887	Iraq	2,052,609
Chad	359,498	Ireland	718,088
Chile	810,272	Israel	1,234,949
China	6,627,322	Italy	31,532,605
Colombia	565,700	Jamaica	212,242
Comoros	201,642	Japan	21,008,103
Congo	493,031	Jordan	437,463
Costa Rica	12,930	Kazakhstan	473,234
Côte d'Ivoire	400,146	Kenya	10,191,776
Croatia	2,939	Kiribati	3,322
Cuba	651,666	Kuwait	28,107
Cyprus	1,174,108	Kyrgyzstan	205,076
Democratic People's Republic of Korea	155,470	Lao People's Democratic Republic	447,161
Democratic Republic of the Congo	2,374,800	Lebanon	252,655
Denmark	30,415,426	Lesotho	331,290
Djibouti	107,493	Liberia	475,322

**UNICEF SUPPLIER COUNTRIES**  
(Offshore, regional and local procurement)

Country	Value (US\$)	Country	Value (US\$)
Libyan Arab Jamahiriya	51,650	Serbia and Montenegro	1,210,589
Luxembourg	4,991,550	Sierra Leone	1,554,169
Madagascar	1,211,511	Singapore	85,549
Malawi	778,429	Slovenia	32,806
Malaysia	7,362	Solomon Islands	3,426
Maldives	78,561	Somalia	638,029
Mali	1,263,799	South Africa	9,310,608
Malta	2,110,441	Spain	1,605,576
Mauritania	463,833	Sri Lanka	2,132,025
Mauritius	65,715	Sudan	1,460,990
Mexico	492,303	Swaziland	270,382
Micronesia (Federated States of)	7,262	Sweden	6,189,033
Monaco	2,216	Switzerland	2,043,471
Mongolia	453,473	Syrian Arab Republic	295,832
Morocco	322,370	Tajikistan	226,942
Mozambique	844,530	Thailand	5,003,852
Myanmar	1,440,194	The former Yugoslav Republic of Macedonia	414,217
Namibia	379,727	Timor Leste	348,029
Nepal	1,129,422	Togo	307,815
Netherlands	1,141,467	Tunisia	140,264
Nicaragua	375,905	Turkey	15,509,157
Niger	608,703	Turkmenistan	83,543
Nigeria	1,287,721	Uganda	1,971,876
Norway	3,286,652	Ukraine	477,605
Oman	810,819	United Arab Emirates	2,023,358
Pakistan	18,618,887	United Kingdom	11,667,042
Panama	280,109	United Republic of Tanzania	4,674,234
Papua New Guinea	90,237	United States	17,601,215
Paraguay	488,695	Uruguay	61,398
Peru	820,647	Uzbekistan	880,835
Philippines	1,076,651	Vanuatu	9,078
Poland	321,150	Venezuela	321,865
Portugal	2,953	Viet Nam	1,465,514
Republic of Korea	13,971,807	Yemen	3,141,380
Republic of Moldova	124,422	Zambia	1,771,374
Romania	495,543	Zimbabwe	1,731,327
Russian Federation	1,042,818		
Rwanda	785,702		
Samoa	775		
Sao Tome and Principe	86,793		
Saudi Arabia	33,169		
Senegal	2,233,669		

## OFFSHORE PROCUREMENT THROUGH COPENHAGEN/NEW YORK

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
<b>Australia</b>		
CSL Limited	Vaccines/Biologicals	1,020,957
<b>Austria</b>		
Biochemie GmbH	Pharmaceuticals	720,126
Brevillier-Urban Schreibwarenfabrik	Education Supplies	152,729
<b>Belgium</b>		
Alpinter Relief Supplies	Education Supplies, Water & Sanitation, Household Tech.	162,092
Becton Dickinson	Medical Renewable	17,409,265
Demimpex	Transport, Office Supplies	172,338
Geotechno BVBA	Water & Sanitation	175,192
GlaxoSmithkline	Vaccines/Biologicals	81,061,588
Michiels Fabrieken N.V.	Nutrition	369,381
Purna Pharmaceuticals N.V.	Pharmaceuticals	739,867
Volvo Parts Gent	Transport	236,760
<b>Brazil</b>		
Fundacao Oswaldo Cruz/	Vaccines/Biologicals	752,333
<b>Canada</b>		
Aventis Pasteur Canada	Vaccines/Biologicals	2,933,708
Intervax	Vaccines/Biologicals	2,061,584
<b>Chile</b>		
AJAY - SQM Chile S.A.	Nutrition	721,400
<b>China</b>		
Benxi Beitai Ductile Cast Iron Pipe	Water & Sanitation	1,046,137
ITL Company (Shanghai) Ltd.	Education Supplies	138,338
Qingdao Gyoha Plastics Co. Ltd.	Shelter/Field Equip.	191,762
Shanghai Medicines & Health Products	Medical Equipment, Medical Renewable	147,980
Tianjin Flying Pigeon Bicycle Co.,	Transport	261,936
Zhejiang Supor Cookware Co., Ltd.	Medical Equipment	210,857
<b>Cyprus</b>		
Remedica Ltd.	Pharmaceuticals, Water & Sanitation	1,158,308
<b>Denmark</b>		
A/S Vestfrost	Cold Chain Equipment	312,120
Ambu International A/S	Medical Equipment, Education Supplies	261,751
AS Crown Emballage	Medical Renewable, IT & Office Supplies	190,670
BASF Health & Nutrition A/S	Nutrition, Pharmaceuticals	770,778
Bukkehave A/S	Transport, IT & Office Supplies	1,152,827
Canon Danmark A/S	Printing, Education Supplies, IT & Office Supplies	655,604
Cicci Aps	Education Supplies, Nutrition, Shelter/Field Equip.	635,575
Codan Medical ApS	Medical Renewable	132,638
Compact A/S	Nutrition	203,104
Danature Foods ApS	Nutrition	100,880
Danimex Communication Ltd.	Communication Equip., IT & Office Supplies	1,893,189
Danoffice Aps	IT & Office Supplies, Education Supplies	602,515
Dansk edb Satscentrum A/S	Printing	110,639
Dansk Farmaceutisk Industri A/S	Pharmaceuticals	160,356
Deutz Danmark A/S	IT & Office Supplies, Water & Sanitation, Medical Equip.	577,506
Eterra A/S	IT & Office Supplies, Communication Equip.	859,793
Faraone Danmark Aps	Education Supplies	989,914
Grundfos DK A/S	Water & Sanitation, Communication Equip.	1,834,478
H. Jessen Jnrgensen A/S	Cold Chain Equipment	558,288
Hobart Foster Scandinavia A/S	Cold Chain Equipment	182,107
Icopal Plastic Membranes A/S	Shelter/Field Equip.	392,958
Isaak	Education Supplies	151,150
ITT Flygt A/S	Water & Sanitation	140,370
Jorgen Larn Vinduespolering	Other	266,438
Kjaer & Kjaer Worldwide A/S	Transport	296,590
Kronlein Import & Export Agencies	Medical Equipment	111,325



## OFFSHORE PROCUREMENT THROUGH COPENHAGEN/NEW YORK

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
Missionpharma	Pharmaceuticals, Medical Renewable	304,271
Peter Justesen Company A/S	IT & Office Supplies, Communication Equip., Educ. Supplies	209,144
Statens Seruminstitut	Vaccines/Biologicals	7,219,405
<b>Egypt</b>		
Unatrac International S.A.E. Free Z	Transport	479,830
<b>Finland</b>		
AB Crown Products OY	Education Supplies	558,604
Huurre Group OY	Cold Chain Equipment	625,399
Lindegaard Paperisto Oy	Education Supplies, Medical Renewable	1,072,156
Pa-Hu Oy	Medical Renewable	2,455,322
Sademan Oy	Nutrition	147,115
Valtra Inc.	Transport	521,487
<b>France</b>		
AAVS Advanced Audio Visual Systems	Communication Equip.	156,451
Agencinox	Medical Equipment	137,627
Aventis Pasteur	Vaccines/Biologicals	37,054,702
CNH France S.A.	Transport	143,580
Flowserve Pompes	Water & Sanitation, Medical Equipment	471,166
IRIS Instruments	Water & Sanitation	101,529
Laboratoires Guerbet	Pharmaceuticals	302,288
Laboratoires Renaudin	Pharmaceuticals	578,424
LMS World Water Treatment Group GMD	Water & Sanitation	677,296
Nutriset	Nutrition	3,182,954
Omyacolor SA	Education Supplies	1,261,533
ONDEO Degremont	Water & Sanitation	258,290
Panpharma Laboratories	Pharmaceuticals	394,014
RENAULT TRUCKS	Water & Sanitation, Transport	266,218
S.E.D.A.T. S.A.	Medical Renewable	188,867
Sovema	Water & Sanitation	283,748
<b>Germany</b>		
B. Braun Melsungen AG	Pharmaceuticals, Medical Renewable	435,169
Bayer AG	Pharmaceuticals	250,553
Boss Pro-Tec	Water & Sanitation, Medical Equipment	304,083
Chempatex Medizinische	Medical Renewable	261,098
Destroyect GmbH Medical Devices	Medical Renewable	3,314,009
Ernst Klett International GmbH	Education Supplies	122,602
Hatz GmbH & Co KG	Water & Sanitation	207,623
Henke Sass Wolf GmbH	Medical Renewable	940,943
Karl Wissner GmbH & Co. KG	Education Supplies	116,202
KBI Kunststoffbeutel Prod. GmbH	Pharmaceuticals	1,443,322
Landre GmbH	Education Supplies	922,099
Lomapharm, Rudolf Lohmann GmbH KG	Pharmaceuticals, Nutrition, Medical Equipment	1,499,104
Medicon eG	Medical Equipment	113,888
Rotexmedica GmbH	Pharmaceuticals	253,857
SANAVitA Aktiengesellschaft & Co.	Pharmaceuticals	363,600
SECA Vogel & Halke GmbH & Co.	Nutrition	958,696
Stoehr Turn- Und Sportgeraet GmbH	Rehab./Disabilities, Education Supplies	119,562
Tyco Healthcare GmbH	Medical Renewable	915,000
<b>India</b>		
Ajay Industrial Corporation	Water & Sanitation	384,038
Apex Continental Ltd.	Cold Chain Equipment	789,810
Avon Cycles Private Ltd.	Transport	209,960
Balaji Industries & Engineering Cor	Water & Sanitation	104,145
BLOW KINGS	Cold Chain Equipment	1,182,669
Ipca Laboratories Limited	Pharmaceuticals	548,922
Kanam Latex Industries Private Ltd.	Medical Renewable	185,366
Karnataka Antibiotics &	Pharmaceuticals	324,213
Meera & Ceiko Pumps PVT LTD	Water & Sanitation	111,892

## OFFSHORE PROCUREMENT THROUGH COPENHAGEN/NEW YORK

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
Serum Institute Of India Ltd.	Vaccines/Biologicals	20,027,674
Shantha Biotechnics (P) Ltd.	Vaccines/Biologicals	582,842
Strides Arcolab Limited	Pharmaceuticals	798,623
<b>Indonesia</b>		
P.T. Bio Farma (Persero)	Vaccines/Biologicals	1,525,622
<b>Ireland</b>		
Medentech Ltd	Pharmaceuticals, Water & Sanitation	201,865
Ovelle Pharmaceuticals	Pharmaceuticals	230,696
Trinity Biotech	Diagnostic Test Kits	234,506
<b>Israel</b>		
Orgenics Ltd.	Diagnostic Test Kits	102,143
<b>Italy</b>		
Alfa Intes	Pharmaceuticals	290,587
Chiron S.r.L.	Vaccines/Biologicals	27,709,852
Coelmo s.r.l.	Water & Sanitation	1,055,908
Copertificio Melani Giovanni	Shelter/Field Equip.	157,588
DAC srl	Water & Sanitation, Education Supplies	268,046
Electron s.r.l.	Medical Equipment, Water & Sanitation	122,228
Galeno A.M.S. S.r.l.	Medical Equipment	198,142
Nuova Industrie Biscotti Crich Spa	Nutrition	421,214
Nuova Omsa S.R.L.	Medical Equipment	579,489
Universal S.p.A.	Education Supplies	327,838
<b>Japan</b>		
Fujirebio Inc.	Diagnostic Test Kits, Laboratory Supplies	250,822
J. Gerber & Company (Japan) Ltd.	Transport	1,732,258
Japan BCG Laboratory	Vaccines/Biologicals	1,804,120
K. Arano & Co., Ltd.	IT & Office Supplies, Transport, Education Supplies	934,973
Nissan Trading Co., Ltd	Transport	719,836
Olympus Optical Co. Ltd.	Laboratory Supplies	103,464
Sumitomo Corporation	Transport	1,015,417
Tanabe Seiyaku Co. Ltd.	Vaccines/Biologicals	678,422
Toyota Motor Corporation	Transport, IT & Office Supplies, Medical Equipment	10,959,821
<b>Luxembourg</b>		
Dometic Sarl	Cold Chain Equipment	3,889,065
<b>Malta</b>		
Pharmamed Ltd.	Pharmaceuticals	2,008,073
PPL Pharmamed Parenterals Ltd	Pharmaceuticals	102,368
<b>Netherlands</b>		
IDA - International Dispensary	Pharmaceuticals	190,149
Melchemie Holland B.V.	Household Technology, Shelter/Field Equip.	195,353
Project Production International BV	Nutrition	157,828
Simed International B.V.	Medical Equipment, Laboratory Supplies	185,027
Van Oostveen Medical	Medical Renewable	115,180
<b>Norway</b>		
Fiskars Norge A/S	Education Supplies	648,919
NAPS Norway A/S	Cold Chain Equipment, Communication Equip.	251,503
Polynor AS	Medical Renewable, Medical Equipment	540,378
Telenor Satellite Networks AS	Communication Equip., IT & Office Supplies	692,787
Telenor Satellite Services AS	Communication Equip., IT & Office Supplies	123,496
Weifa AS	Pharmaceuticals	852,547
<b>Oman</b>		
Saud Bahwan Automotive LLC	Transport, IT & Office Supplies	780,871
<b>Pakistan</b>		
Buraq Surgical Corporation	Medical Equipment	390,380
Indus Pencil Industries (PVT) Ltd.	Education Supplies	260,942
Mensunco Sports (Pvt) Ltd.	Education Supplies	143,838
Shahsons (PVT) Limited	Education Supplies	296,580
Technimen Gema (Pvt) Ltd.	Medical Equipment	158,601

## OFFSHORE PROCUREMENT THROUGH COPENHAGEN/NEW YORK

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
<b>Poland</b>		
"Varimex"	Medical Equipment	135,600
Polskie Zaklady Optyczne S.A.	Laboratory Supplies	104,100
<b>Republic of Korea</b>		
Green Cross Vaccine Corporation	Vaccines/Biologicals	9,386,656
LG Life Sciences Ltd.	Vaccines/Biologicals	3,999,679
Puyoung Ind. Co. Ltd.	Shelter/Field Equip.	447,972
Shin Poong Pharmaceutical Co. Ltd.	Pharmaceuticals	137,500
<b>Senegal</b>		
Institut Pasteur de Dakar	Vaccines/Biologicals	1,332,495
<b>South Africa</b>		
Bayer Environmental Science	Household Technology, Pharmaceuticals	577,825
Lucra Trading	Diagnostic Test Kits	241,065
Premquip International	IT & Office Supplies, Medical Equipment	251,944
The Chart Studio (PTY) Ltd.	Education Supplies	202,745
Zero Appliances	Cold Chain Equipment	139,892
<b>Spain</b>		
Automoviles Utilitarios S.A.	Transport, Water & Sanitation	109,741
Bieffe Medital S.A.	Pharmaceuticals	853,999
Marco Dachs, S.A.	Education Supplies	394,476
<b>Sweden</b>		
Atlas Copco Craelius AB	Water & Sanitation	256,953
BIAB International AB	Education Supplies, IT & Office Supplies, Nutrition	723,220
Dometic AB	Cold Chain Equipment	108,674
Elof Hansson AB	Printing, Education Supplies	614,060
HemoCue AB	Laboratory Supplies	194,154
Linden International AB	Medical Equipment	334,265
Menox AB	Medical Equipment	224,589
Scania CV AB	Transport	892,388
Sibir International AB	Cold Chain Equipment	541,915
Signode AB	Warehousing	151,335
Volvo Truck Corporation	Transport	1,323,342
<b>Switzerland</b>		
ALLDOS International AG	Water & Sanitation	485,867
Berlinger & Co. AG	Cold Chain Equipment	117,366
Berna Biotech Ltd.	Vaccines/Biologicals	209,295
Mepha Ltd.	Pharmaceuticals	185,797
Rivopharm	Pharmaceuticals	284,100
<b>Thailand</b>		
Akrungaroon Industry Co. Ltd.	Household Technology	326,365
Aruna Company Limited	Education Supplies	166,440
S.C. Stationery Industry Co. Ltd.	Education Supplies	486,945
Thaibednets Manufacture Co. Ltd	Household Technology	202,103
<b>Turkey</b>		
CAGDAS Okul ve Bilgisayar Hizmetler	Education Supplies	120,000
Egeplast A.S.	Water & Sanitation	202,904
Elit Imalat Ltd. Sti	Education Supplies	1,054,332
Meteksan Printing & Industrial	Education Supplies, Identific. & Signage	1,170,356
MIMAKS Buro Gerecleri San. Ve Tic.	Education Supplies	136,192
Saran Tekstil	Shelter/Field Equip.	309,200
<b>United Arab Emirates</b>		
Cosmoplast Ind. Co.	Water & Sanitation, Fuel & Lubricants	162,684
Jumbo Electronics Co. Ltd. LLC.	IT & Office Supplies, Printing	318,355
National Plastic & Building	Water & Sanitation, Fuel & Lubricants	644,340
PCP International	IT & Office Supplies, Communication Equip.	153,982

## OFFSHORE PROCUREMENT THROUGH COPENHAGEN/NEW YORK

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
<b>United Kingdom</b>		
Aladdin Sales & Marketing Limited	Cold Chain Equipment	174,710
Avery Berkel Salter Weigh-Tronix	Nutrition	487,718
BP Solar Ltd.	Cold Chain Equipment	317,045
Braithwaite Engineers Limited	Water & Sanitation	177,806
Codan (UK) Ltd.	Communication Equip., IT & Office Supplies	269,698
Cromwell International	Transport, Warehousing	105,334
Drilling Equipment Supplies Ltd.	Water & Sanitation	451,932
Dulas Ltd.	Cold Chain Equipment, Water & Sanitation	1,109,458
EDU-LAB, Educational Products	Laboratory Supplies	328,887
Evenproducts Ltd.	Water & Sanitation	462,507
Findel Education	Education Supplies, Laboratory Supplies	472,022
Freeplay Asia Ltd.	Communication Equip.	127,190
Geometrix Ltd.	Education Supplies	260,155
Helix Ltd.	Education Supplies	437,225
Morningside Pharmaceuticals Ltd.	Medical Renewable, Pharmaceuticals	194,990
NRG Group World Accounts	IT & Office Supplies, Education Supplies	113,618
Oxfam	Nutrition	804,019
Paintmaster (2000) Limited	Education Supplies	195,160
Robens Institute	Water & Sanitation	104,267
Smithkline Beecham International	Pharmaceuticals	242,140
Supreme Plastics Ltd.	Education Supplies	431,611
TASK International Agency	Other	371,822
Toyota Gibraltar Stockholdings Ltd.	Transport	194,822
Tri-Med Ltd.	Shelter/Field Equip., Water & Sanitation	795,893
Tyco Healthcare UK Ltd.	Medical Renewable	433,862
Wagtech International Ltd.	Laboratory Supplies, Water & Sanitation, Transport	811,658
<b>United Republic of Tanzania</b>		
A to Z Textile Mills Ltd.	Household Technology	366,920
<b>United States</b>		
Atlantic Business Systems, Inc.	IT & Office Supplies, Communication Equip.	515,867
Cognos Corporation	IT & Office Supplies	118,654
Compaq	IT & Office Supplies	251,385
Derive Technologies	IT & Office Supplies	283,573
Devlin Video International	Other	106,000
Enterasys Networks	IT & Office Supplies	164,922
Hewlett Packard Company	IT & Office Supplies	2,584,060
Kyocera Solar Inc.	Cold Chain Equipment	265,463
Lotus Development Corporation	IT & Office Supplies	118,000
Manchester Technologies, Inc.	IT & Office Supplies, Communication Equip.	384,935
MCS Canon	IT & Office Supplies	172,472
MD International Inc.	Medical Equipment	233,316
Merck & Co., Inc.	Vaccines/Biologicals	625,195
Microsoft Corporation	Other	1,196,111
Office Depot	Other	192,000
Oracle Corporation	IT & Office Supplies	243,106
Pan American Health Organization	Vaccines/Biologicals, Medical Renewable	3,893,575
RedDot Solutions Corporation	IT & Office Supplies	258,400
Remlitho, Inc.	Printing	450,710
SAP America Inc.,	IT & Office Supplies	392,867
Shorr Production	Nutrition	396,165
Sitara Networks, Inc.	IT & Office Supplies, Communication Equip.	183,699
Software Spectrum	IT & Office Supplies	566,674
Sybase, Inc.	IT & Office Supplies	165,096
The Document Company Xerox	Other	188,371
Wisconsin Aluminum Foundry Co. Inc.	Medical Equipment	274,339



## REGIONAL AND LOCAL PROCUREMENT BY UNICEF FIELD OFFICES

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
<b>Afghanistan</b>		
ARYA STATIONERY, KABUL	Education Supplies	255,300
JUBAILI BROS, KABUL	IT & Office Supplies	123,640
THE MGT GROUP, KABUL	IT & Office Supplies, Communication Equip.	154,255
<b>Angola</b>		
CICCI	Education Supplies, Communication Equip.	217,874
EAL - EDICOES DE ANGOLA, LDA.	Printing	221,696
GRAFICA AGUEDENSE LDA, Lobito	Printing	109,800
NCR - ANGOLA	IT & Office Supplies	278,333
PONTO UM, PUBLICIDADE, LDA	Printing	527,105
ROCHA MONTEIRO LTD	IT & Office Supplies	117,941
TOYOTA DE ANGOLA, SARL	Transport, IT & Office Supplies	562,360
<b>Bangladesh</b>		
Bangladesh Progressive Enterprise Press	Printing	145,489
Brac Printers	Education Supplies, Printing	132,846
Desktop Computer Connection Ltd	IT & Office Supplies	135,873
Elite Printing & Packages Ltd.	Printing	167,919
G. A. Traders	Water & Sanitation	274,437
Goodwill Trade International	Education Supplies	246,353
Herald Publications Ltd.	Printing, Education Supplies	121,575
M/s. Panama Trading	Education Supplies	114,946
Multilink International Co. Ltd.	IT & Office Supplies	217,751
Orchid Printers	Printing	111,456
Robin Printing and Packages Limited	Education Supplies, Printing	676,466
S. S. Scientific Corporation	Education Supplies	200,730
SHAHITYA PRAKASH	Education Supplies, Printing	221,046
Technoworth Associates Ltd.	Water & Sanitation, Medical Equipment	185,952
<b>Bhutan</b>		
GAKI ENTERPRISE	Water & Sanitation, Education Supplies	133,097
<b>Bosnia and Herzegovina</b>		
Avery d.o.o. Sarajevo	Education Supplies, IT & Office Supplies	131,650
<b>Burkina Faso</b>		
TOTAL FINA ELF BURKINA S.A.	Fuel & Lubricants	200,344
<b>Burundi</b>		
PETROBU	Fuel & Lubricants	111,477
<b>Cambodia</b>		
Chhoun Khisak	Water & Sanitation	120,613
CHHOUN KIM SAN	Water & Sanitation, Education Supplies	136,872
IN PITEAK	Water & Sanitation	162,751
KIM SE	Water & Sanitation	159,605
LY CHIN LEANG	Water & Sanitation	154,315
MAKARA PRINTING HOUSE	Printing	101,499
NUTH CHHENG ANG CONSTRUCTION	Water & Sanitation	141,113
OMC CO., LTD.	Transport	129,216
PPS INTERNATIONAL, PHNOM PENH	Water & Sanitation	112,551
SAMNANG PEANICH	Water & Sanitation	113,518
Te Aik Hong Office Machines Supplies	IT & Office Supplies	105,689
THAKRAL BROTHERS PTE LTD	IT & Office Supplies	261,938
<b>China</b>		
Beijing Liyuan Technical Co. Ltd	IT & Office Supplies, Printing	127,710
M/S Hainan Sheng-Chang Wuye Dev.	Water & Sanitation, Education Supplies	265,089
Ministry of Public Health,EPI	Vaccines/Biologicals	1,270,080
Xinjiang Int. Economic Cooperation Co.	Clothing & Footwear	1,272,304
<b>Colombia</b>		
DISMADAL	Printing	152,252

## REGIONAL AND LOCAL PROCUREMENT BY UNICEF FIELD OFFICES

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
<b>Cuba</b>		
Empresa de Muebles Signo	Shelter/Field Equip., Education Supplies	110,049
<b>Democratic Republic of the Congo</b>		
Afrique - Editions S.A.R.L.	Printing	447,332
AGB S.P.R.L.	Printing	111,077
DATCO	Shelter/Field Equip., Fuel & Lubricants, Medical/Hygiene Kits	175,151
KINPRESS (IMPRIMERIE TYPO-OFSET)	Printing, Education Supplies	102,027
<b>El Salvador</b>		
FERROCENTRO	Water & Sanitation	168,706
<b>Ethiopia</b>		
Debre Berhan Blanket Factory	Shelter/Field Equip.	296,282
EMPDE	Medical/Hygiene Kits, Education Supplies	232,684
HARON Computer Pvt. Ltd. Co.	IT & Office Supplies	290,839
K/ Mariam Gessese & Sons PLC	Education Supplies	108,243
Kasma Engineering	Education Supplies	153,571
Maky TX Trading	Education Supplies, IT & Office Supplies, Printing	250,770
Natran Plastic Goods Mfg. Pvt. Ltd. Co.	Water & Sanitation, Household Technology	115,075
Nile Industrial & Commercial P.L.C	Education Supplies	115,043
ROTO Tanks P.L.C	Water & Sanitation	152,421
Selamawit Abate	Shelter/Field Equip., Education Supplies, Nutrition	673,914
Sigmo Sawmill	Education Supplies	118,221
<b>Gambia</b>		
Macmillan Publisher Limited UK	Printing	111,713
<b>Ghana</b>		
TYPE	Printing	100,399
<b>Guatemala</b>		
IDF.S.A.	Water & Sanitation	101,828
MILACRON, S.A.	Water & Sanitation	103,398
REPRESENTACIONES ROSALES	Water & Sanitation	129,499
<b>India</b>		
Acer India (Pvt) Ltd., New Delhi	IT & Office Supplies	219,465
Ajanta Pharma Limited	Pharmaceuticals	115,496
Ajay Industrial Corporation	Water & Sanitation, Fuel & Lubricants	565,942
Antarctica Limited, Kolkata	Printing	173,052
ANTARTICA LIMITED	Printing	191,355
Ashok Leyland Limited, Chennai	Transport, Water & Sanitation	206,891
BLOW KINGS	Cold Chain Equipment	245,709
BMW Industries Limited	Water & Sanitation	114,911
Eros Industries	Cold Chain Equipment, Education Supplies	104,812
Excel Marketing Services, Patna	Identific. & Signage	137,724
Gujarat Raffia Industries Ltd.	Shelter/Field Equip.	111,019
HAFFKINE BIO-PHARM. CORP. LTD.	Vaccines/Biologicals	3,755,991
INGERSOLL-RAND (INDIA) LIMITED	Water & Sanitation	101,262
Instant Offset Printers, New Delhi	Printing	187,615
KAY & COMPANY	Education Supplies, Shelter/Field Equip., Medical Equip.	341,455
Kirby Building Systems India Ltd.	Shelter/Field Equip., Education Supplies	1,861,081
Mahindra & Mahindra Ltd., Mumbai	Transport	464,907
MBI Kits International	Laboratory Supplies, Nutrition, Diagnostic Test Kits	401,123
Meera & Ceiko Pumps PVT LTD	Water & Sanitation, Fuel & Lubricants	238,600
Merck Limited - India	Laboratory Supplies, Water & Sanitation	224,976
NABA MUDRAN (P) LTD.	Printing	101,099
Nicholas Piramal India Limited, Thane	Vaccines/Biologicals, Nutrition	580,172
Nikhil Offset	Printing	277,326
Osho Tools Pvt. Ltd.	Water & Sanitation	197,326
PANACEA BIOTECH LIMITED	Vaccines/Biologicals	10,420,935
Polytrusions PVT Ltd.	Water & Sanitation	377,000

## REGIONAL AND LOCAL PROCUREMENT BY UNICEF FIELD OFFICES

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
Salter India PrivateLtd., New Delhi	Nutrition, Medical Equipment	597,375
Shashi Bhusan Chatterjee & Sons	Education Supplies, Printing	197,406
Sintex Industries Ltd., Kalol	Water & Sanitation	132,502
Strides Arcolab Limited, Bangalore	Pharmaceuticals	172,759
Swastik Pipes Limited	Water & Sanitation	152,495
Vestergaard Frandsen (I) Pvt. Ltd.	Household Technology	799,983
<b>Indonesia</b>		
CV Kurnia Adimitra Trading	Shelter/Field Equip., Water & Sanitation, Clothing&Footwear	113,566
PT Multi Kuarta Kencana	Education Supplies, Clothing & Footwear	262,579
PT. Komtelindo Erabuana	Education Supplies, Clothing & Footwear	286,328
<b>Iraq</b>		
Chinar company - Dohuk	IT & Office Supplies, Water & Sanitation	136,555
<b>Israel</b>		
Al-Quds Stationery Mfg. & Trading Co.	Education Supplies	336,860
<b>Kazakhstan</b>		
"Almaty Tea" Ltd	Clothing & Footwear	137,280
<b>Kenya</b>		
CALTEX OIL (KENYA) LIMITED	Fuel & Lubricants	172,563
CIRCUIT BUSINESS SYSTEMS LTD	IT & Office Supplies	354,465
Colour Creations	Clothing & Footwear, Printing, Identific. & Signage	405,251
English Press Ltd	Printing	372,664
Mossnet Industries Ltd.	Household Technology	287,299
NAIROBI IRONMONGERS LTD	Water & Sanitation	323,889
NARCOL ALUMINIUM ROLLING MILLS	Nutrition	183,857
PROCTOR & ALLAN	Nutrition, Agriculture	1,009,686
RAMCO PRINTING WORKS LTD	Printing, Identific. & Signage	141,758
RYMANS LIMITED	Education Supplies, Warehousing, Printing	1,741,544
Techno Relief Services Ltd.	Shelter/Field Equip., Medical/Hygiene Kits, Nutrition	1,839,480
TOTAL OIL PRODUCTS (K) LIMITED	Fuel & Lubricants	155,628
TOYOTA EAST AFRICA LTD	Transport, Fuel & Lubricants, Communication Equip.	364,356
<b>Kyrgyzstan</b>		
ANNA ISTRATOVA, Private enterprise	Clothing & Footwear	105,250
<b>Lesotho</b>		
Lottering AUC	Nutrition, Agriculture	106,220
<b>Liberia</b>		
MOBILE OIL LIBERIA INC.	Fuel & Lubricants, Water & Sanitation	139,822
<b>Madagascar</b>		
COMINOR	Education Supplies	297,625
SOCIETE CHANDARANA & CIE.	Education Supplies, IT & Office Supplies	236,165
<b>Mali</b>		
TOTALFINAELF MALI s.a.	Fuel & Lubricants	256,677
<b>Mauritania</b>		
ETS SIDI MED O AHMED SALEM	Nutrition	157,412
<b>Mexico</b>		
SUPER MEDICA, S. A. de C. V.	Medical/Hygiene Kits	100,070
<b>Mozambique</b>		
DATASERV LDA	IT & Office Supplies, Communication Equip.	165,177
<b>Myanmar</b>		
Mahar Kyaw Department Store	Clothing & Footwear, Identific. & Signage	170,943
MAN International Co., Ltd.	Printing, Education Supplies	219,121
Myanmar Pipes & Accessories Co.,Ltd	Water & Sanitation	327,654
SHAY SAUNG PRINTING PRESS	Printing	114,415
Shwe Naing Ngan Printing House	Printing	185,603

## REGIONAL AND LOCAL PROCUREMENT BY UNICEF FIELD OFFICES

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
<b>Nepal</b>		
CAS TRADING HOUSE PVT LTD	IT & Office Supplies	175,225
DIGI Prints Pvt. Ltd.	Printing	111,096
<b>Nigeria</b>		
DANCO NIGERIA LIMITED	Education Supplies	120,235
NIGERIA SYNTHETIC FABRICS LIMITED	Household Technology	321,219
<b>Pakistan</b>		
AGHA JEE PRINTERS	Education Supplies	441,478
ALAHAMRA PUBLISHING, ISL.	Education Supplies	859,456
ALLIED ENGINEERING & SERVICES LTD.	IT & Office Supplies	189,179
CRYSTAL PRINTERS	Education Supplies, Printing	300,501
Dacaar Hand Pump Co.	Water and Sanitation	197,777
Dawood Yamaha Limited, Rawalpindi	Transport	125,220
FAIZI TRADERS	Nutrition, Clothing & Footwear, Education Supplies	362,043
Ferozsons (Pvt) Ltd, Lahore	Education Supplies	1,131,898
H. Sheikh Noor-ud-din & Sons Pvt Ltd	Education Supplies, Shelter/Field Equip.	1,684,583
Instant Print System	Education Supplies	1,329,074
KAWSAR BOOK DEPOT (EEC)	Education Supplies	118,421
Kawsar Engineering Works	Water and Sanitation	182,666
KHURSHEED PRINTERS (PVT) LTD	Education Supplies	147,144
Lahore Drawing Stationery Stores	Education Supplies	1,141,947
M/S VARIETY PALACE	Nutrition, Education Supplies	345,901
Maryah Printers, Rawalpindi	Education Supplies	278,345
Master Glass Fiber	Water and Sanitation	168,833
MS Packages	Warehousing, Education Supplies	118,970
Multitrade Enterprises,	Nutrition	117,910
Red Sea Housing Services Co. Dubai	IT & Office Supplies	120,683
ROYAL PVC (PVT) LTD, PESHAWAR	Water and Sanitation	138,171
Saboor Islamic Printing Center, Pesh	Education Supplies	471,546
Sanaulla Textile Mills,	Shelter/Field Equip.	384,808
SHACO ENTERPRISES, PESHAWAR	Education Supplies	141,292
Shaikh Combined Industries (Pvt) Ltd.,	Education Supplies, Shelter/Field Equip.	157,516
Sigma Press, Printers, Publishers	Education Supplies, Printing	720,670
Suzuki Motorcycles Pakistan Ltd.	Transport	441,818
United Business Systems (PVT) LTD.	IT & Office Supplies, Education Supplies	124,158
United General Order Suppliers	Nutrition	345,361
University of Nebraska at Omaha UNO	Education Supplies	323,597
ZAHRA INDUSTRIES PVT LTD	Education Supplies, Shelter/Field Equip.	1,000,499
<b>Peru</b>		
ABBOTT LABORATORIOS S.A.	Pharmaceuticals	230,927
<b>Philippines</b>		
EC-TEC COMMERCIAL	Printing	184,741
<b>Rwanda</b>		
IMPRIMERIE NOUVELLE DU RWANDA	Education Supplies	157,384
<b>Senegal</b>		
SERIPUB	Medical Renewable, Clothing & Footwear	131,489
<b>Serbia and Montenegro</b>		
DIALOG	IT & Office Supplies, Communication Equip.	120,167
Drvna industrija SLOGA	Education Supplies	210,956
<b>Sierra Leone</b>		
JOHN MICHAEL MOTORS	Transport	194,535
NATGAS CORPORATION (S. L.) LTD.	Fuel & Lubricants, Warehousing	210,763
<b>Somalia</b>		
MAM & BROS COMPANY LIMITED	Water & Sanitation	118,650



## REGIONAL AND LOCAL PROCUREMENT BY UNICEF FIELD OFFICES

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
<b>South Africa</b>		
Adcock Ingram limited	Pharmaceuticals, Medical Renewable	156,263
Analysed Computer Solutions	IT & Office Supplies	105,181
BAYER	Medical/Hygiene Kits, Household Technology	1,321,636
Bayer Environmental Science	Household Technology, Medical/Hygiene Kits	758,734
Business Print Centre	Printing	107,833
CICCI S.A. (Pty) Ltd.	Household Technology	1,284,862
Griffin Exports cc	Education Supplies, Nutrition, Water & Sanitation	909,974
JLR International Services (Pty) Ltd	Nutrition	114,280
Maskew Miller Longman (Pty) Ltd.	Printing, Education Supplies	183,617
Townsend International (Pty) Ltd.	Education Supplies, Medical/Hygiene Kits	153,884
TOYOTA SA MARKETING	Transport	192,907
Umgeni Products (Pty) Ltd	Nutrition	752,807
Yamaha Distributors	Transport	145,132
Zero Appliances	Cold Chain Equipment	274,418
<b>Sri Lanka</b>		
LEATHER CRAFTS	Education Supplies	165,950
UNION LANKA STATIONERS	Education Supplies	273,258
Weerodara Stationery (Pvt) Ltd	Education Supplies	228,593
<b>Sudan</b>		
DIESEL GENERATOR CO. LTD.	Water & Sanitation	127,824
Hafez El Sayed El Barbary Co. Ltd.	Water & Sanitation	139,649
Seabulk Trading G.s.a. Sudan Branch	Water & Sanitation	122,183
<b>Thailand</b>		
Akrungaroon Industry Co. Ltd.	Household Technology	848,089
DAIEI PAPERS (S) PTE., LTD.	Education Supplies, Printing	241,186
Modernform Integration Services	IT & Office Supplies	209,329
ROUMSUB INDUSTRY CO., LTD.	Medical/Hygiene Kits	235,838
SIAMDUTCH MOSQUITO NETTING CO.	Household Technology	1,430,960
<b>Turkey</b>		
Adel Kalemcilik Ticaret ve Sanayi A.S.	Education Supplies	470,819
Cagdas Okul& Bilg.hizm.san.tic.as	Education Supplies	424,999
Dogus Vana Ltd. Sti	Water & Sanitation	222,519
Dorceprefabrikyapiveprofilltd Sti	Water & Sanitation	1,718,550
ERBOSAN	Water & Sanitation	933,533
Evyap Sabun Yag Glis. San. Tic. As.	Household Technology	155,460
KOZOGLU Kagit, Karton Urunleri Paz.A.S	Printing	113,213
Meteksan Printing & Ind. Trade Co.	Education Supplies, Printing	3,060,114
Panalpina World Trans Nak.ltd Sti	Shelter/Field Equip., Education Supplies	1,295,350
PENSAN Kalem ve Kagit San. Tic. AS.	Education Supplies	1,374,770
RAMKO Dis Ticaret Ltd. Sti.	Water & Sanitation	167,398
Red Sea Housing Services Company	IT & Office Supplies	438,767
TECIMER DIS TIC. LTD.STI	Household Technology	157,200
TOPRAK DIS TICARET AS	Household Technology	202,500
Trakya Dokum	Water & Sanitation	310,259
<b>Uganda</b>		
OSCAR INDUSTRIES LTD	Education Supplies, Printing	105,970
Bros & Company (U) LTD-Transporters	Water & Sanitation, Fuel & Lubricants, IT & Office Supplies	557,331
CRESTANKS LIMITED	Medical/Hygiene Kits, Water & Sanitation	123,981
GRAPHIC SYSTEMS (U) LTD	Printing	152,961
New Vision Printg & Publishg Corp.	Printing	133,906
ROADMASTER CYCLES (U) LTD	Transport	243,102
<b>United Arab Emirates</b>		
National Plastic & Building Material Ind	Water & Sanitation, Transport	418,678
<b>United Republic of Tanzania</b>		
A to Z Textile Mills Ltd.	Medical/Hygiene Kits, Household Technology	2,688,972

## REGIONAL AND LOCAL PROCUREMENT BY UNICEF FIELD OFFICES

(orders over \$100,000)

Supplier	Commodities	Value (US\$)
AFRITEX LIMITED	Clothing & Footwear	133,188
Sunflag (Tanzania) Ltd.	Household Technology	482,658
TANZANIA PRINTERS LIMITED	Printing, Education Supplies, Rehab./Disabilities	337,840
TMTL (Textile Manufacturers of (T)	Household Technology	131,720
<b>Uzbekistan</b>		
"Atabas"	Clothing & Footwear	370,000
Mirumyan K.V.	Clothing & Footwear	189,000
<b>Viet Nam</b>		
Danang Plastic Factory	Water & Sanitation, Transport	127,474
DOANH NGHIEPTU NHAN HONG PHUC	Water & Sanitation	128,766
Thieu Nien Tien Phong Plastic Factory	Water & Sanitation	217,397
<b>Yemen</b>		
ABDO AL-HAMEED AL-ATHWARY	Water & Sanitation	156,851
ABDULLA AHMED ABDULLA	Water & Sanitation	140,717
AL-MAHFADI & ABO-MISKAH CO.LTD	Water & Sanitation	120,452
ARD HEMYER EXHIBITION	IT & Office Supplies, Education Supplies	160,480
HASHEM ABDUL-KARIM AL-MAGREBI	Water & Sanitation	126,040
HUSEIN BEN HUSEIN AL-HABABI	Water & Sanitation	548,072
MOHAMED AHMED AL-NUDAISH	Water & Sanitation	187,460
MOHFOUD AL-ATHWARI	Water & Sanitation	215,351
TECHNICAL SUPPLIES CENTER LTD	Water & Sanitation	132,568
<b>Zambia</b>		
NEW HORIZON PRINTING PRESS	Printing, Education Supplies	646,237
SOCIETY FOR FAMILY HEALTH	Shelter/Field Equip.	271,860
<b>Zimbabwe</b>		
AFRI-LINK (PVT) LTD	Nutrition	218,625
FIFE AVENUE HARDWARE	Education Supplies, Water & Sanitation	320,287
LEGACY SUPPLIES (PVT) LTD	Education Supplies	147,116
National Blankets Ltd	Shelter/Field Equip., Clothing & Footwear	116,583
P G Building Supplies	Water & Sanitation	474,174

**WHERE SUPPLIES ARE USED:  
VALUE OF SUPPLIES PROCURED AND/OR DELIVERED PER COUNTRY**

Includes all programme orders, Procurement Services, OFFP & GAVI

Country	Value (US\$)	Country	Value (US\$)
Afghanistan	47,617,664	Ethiopia	16,718,573
Albania	606,374	Fiji	313,893
Algeria	493,521	Gabon	252,853
Angola	10,381,794	Gambia	2,248,049
Argentina	686,422	Georgia	275,719
Armenia	729,231	Ghana	20,250,808
Azerbaijan	1,206,821	Guatemala	1,028,239
Bangladesh	20,817,492	Guinea	2,031,682
Barbados	286,016	Guinea-Bissau	986,290
Belize	82,219	Guyana	207,029
Benin	4,296,301	Haiti	1,175,027
Bhutan	976,905	Honduras	509,467
Bolivia	667,129	India	48,212,219
Bosnia and Herzegovina	941,236	Indonesia	6,542,901
Botswana	334,411	Iran (Islamic Republic of)	1,559,425
Brazil	643,735	Iraq	31,880,050
Bulgaria	10,200	Israel	1,885,960
Burkina Faso	3,600,537	Jamaica	240,947
Burundi	5,618,347	Jordan	548,468
Cambodia	6,982,046	Kazakhstan	5,180,939
Cameroon	2,611,257	Kenya	16,978,841
Cape Verde	467,451	Kiribati	12,370
Central African Republic	1,068,763	Kyrgyzstan	532,093
Chad	1,710,673	Lao People's Democratic Republic	1,634,955
Chile	86,558	Lebanon	1,375,190
China	3,678,927	Lesotho	1,005,825
Colombia	564,063	Liberia	1,179,579
Comoros	343,675	Libyan Arab Jamahiriya	253,300
Congo	1,618,052	Madagascar	5,621,863
Costa Rica	12,087	Malawi	9,710,094
Côte d'Ivoire	3,767,155	Malaysia	2,950
Cuba	866,178	Maldives	183,525
Czech Republic	13,511	Mali	6,560,103
Democratic People's Republic of Korea	6,320,492	Marshall Islands	1,927
Democratic Republic of the Congo	16,841,848	Mauritania	1,483,985
Djibouti	421,051	Mauritius	79,874
Dominican Republic	4,195,771	Mexico	489,601
Ecuador	257,525	Micronesia (Federated States of)	8,598
Egypt	540,512	Mongolia	833,786
El Salvador	1,034,074	Morocco	3,138,106
Equatorial Guinea	43,252	Mozambique	6,341,073
Eritrea	2,780,655	Myanmar	10,036,531

**WHERE SUPPLIES ARE USED:  
VALUE OF SUPPLIES PROCURED AND/OR DELIVERED PER COUNTRY**

Includes all programme orders , Procurement Services, OFFP & GAVI

Country	Value (US\$)	Country	Value (US\$)
Namibia	603,025	Uzbekistan	4,931,294
Nepal	5,296,280	Vanuatu	16,720
Nicaragua	713,045	Venezuela	321,176
Niger	3,372,927	Viet Nam	5,481,305
Nigeria	17,750,818	Yemen	5,732,824
Occupied Palestinian Territory	2,395	Zambia	4,403,914
Oman	36,598	Zimbabwe	2,979,600
Pakistan	30,985,392		
Panama	346,027		
Papua New Guinea	465,719		
Paraguay	494,853		
Peru	920,422		
Philippines	3,975,539		
Republic of Moldova	1,277,028		
Romania	519,575		
Russian Federation	90,466		
Rwanda	8,281,515		
Samoa	490		
Sao Tome and Principe	144,920		
Saudi Arabia	38,782		
Senegal	5,127,369		
Serbia and Montenegro	1,563,708		
Sierra Leone	4,211,968		
Somalia	6,154,642		
South Africa	249,459		
Sri Lanka	3,627,818		
Sudan	8,603,869		
Swaziland	518,262		
Syrian Arab Republic	421,470		
Tajikistan	2,172,458		
Thailand	1,630,613		
The former Yugoslav Republic of Macedonia	445,965		
Timor-Leste	502,000		
Togo	1,038,675		
Tonga	8,818		
Tunisia	156,311		
Turkey	2,933,736		
Turkmenistan	564,850		
Uganda	10,736,517		
Ukraine	853,134		
United Republic of Tanzania	7,945,541		
Uruguay	65,507		



**INVITATIONS TO BID AND RESPONSES RECEIVED  
(Offshore procurement)**

Country	Number of Invitees	Number of Responses
Argentina	3	3
Australia	14	7
Austria	5	3
Bangladesh	5	1
Belgium	46	36
Bolivia	1	1
Bosnia and Herzegovina	1	0
Botswana	2	2
Brazil	1	1
Bulgaria	1	1
Canada	29	9
China	71	57
Croatia	3	0
Cuba	1	1
Cyprus	9	8
Czech Republic	7	4
Denmark	306	198
Egypt	3	2
Finland	23	15
France	134	84
Germany	162	105
Ghana	1	1
Greece	1	0
Hungary	3	2
India	167	127
Indonesia	10	5
Iran (Islamic Republic of)	4	3
Ireland	4	1
Israel	2	1
Italy	112	74
Japan	37	22
Jordan	1	0
Kenya	20	14
Lebanon	2	2
Lithuania	1	1
Luxembourg	4	3
Malaysia	19	9
Malta	8	6
Mexico	3	2
Monaco	7	7
Mongolia	1	0
Mozambique	1	1
Nepal	1	1

**INVITATIONS TO BID AND RESPONSES RECEIVED  
(Offshore procurement)**

Country	Number of Invitees	Number of Responses
Netherlands	92	77
New Zealand	1	1
Nigeria	1	1
Norway	19	15
Oman	10	6
Pakistan	62	53
Panama	2	0
Poland	12	10
Portugal	4	4
Republic of Korea	10	4
Russian Federation	2	1
Rwanda	5	4
Saudi Arabia	1	1
Singapore	6	3
Slovenia	1	1
South Africa	48	24
Spain	41	27
Sweden	52	36
Switzerland	29	15
Syrian Arab Republic	2	1
Thailand	16	10
Turkey	60	41
Uganda	6	3
United Arab Emirates	81	57
United Kingdom	232	152
United Republic of Tanzania	6	4
United States	49	22
Yemen	2	1