



for every child



UNICEF USA 2023 ANNUAL REPORT

I AM THE CHILD. I AM THE STAFF
WORKER. I AM THE PARENT.
I AM THE NURSE. I AM THE BOARD
MEMBER. I AM THE VOTER. I AM THE
TEACHER. I AM THE DONOR. I AM
THE ADVOCATE. I AM THE STUDENT.
I AM THE VOLUNTEER. I AM THE PARTNER.
TOGETHER, WE ARE ALL UNICEF.
IN 190 COUNTRIES AND TERRITORIES,
IN RELENTLESS PURSUIT OF A BETTER
WORLD — **FOR EVERY CHILD.**





CONTENTS

PRESIDENT'S LETTER 5

UNICEF IN ACTION 7

FINANCIALS 18

NATIONAL BOARD OF DIRECTORS 25

◀ In the south of Côte d'Ivoire, children receive new UNICEF school kits. Their school, the Epp Yakro school in Tiassalé, was built with bricks made of recycled plastic.



PRESIDENT'S LETTER

Dear members of the UNICEF community,

UNICEF has always stood for – and been a positive example of – global cooperation, multilateralism and a commitment to non-discrimination and justice for every child. Upholding these core values has never been more important. Over the past year, we have witnessed a worrying global trend toward increased polarization, challenges to long-standing political frameworks and regional stability, and inward-focused isolationism.

Delivering on our mission in this increasingly difficult world requires all of us. Yes, UNICEF has 17,000 staff members, but in truth, it is made up of anyone willing to assert themselves, proudly, as supporters of the cause of the world's children. That includes you and me and so many others. We are UNICEF. The more people who are willing to say, "I am for every child," the more we will see that it is the world's children who can bring us together.

Meeting today's challenges and the ones ahead require that we be flexible, nimble and innovative (which you will read about in this year's main story). UNICEF USA is fortunate to have so many stalwart partners who understand this. Our supporters include America's corporations, foundations, individual donors and governments at all levels. I want to thank everyone who has joined with UNICEF in any and every way in the past year. Your generosity, as always, is critical to building the better world we envision for every child.

Together, we have driven enormous impact for good. We have seen more families overcoming extreme poverty, more communities receiving safe water for the first time and millions more children across the world becoming healthy, educated, protected and respected.

You helped make this happen. Thank you!

Michael J. Nyenhuis
President and CEO, UNICEF USA

◀ On September 28, 2023, in the rural community of Chajul, in Quiché, Guatemala, UNICEF staffer Pilar Escudero plays with Maria, 5.



UNICEF IN ACTION

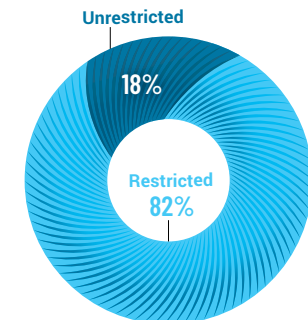
In UNICEF's work, versatility is a virtue.

Just as there's no one-size-fits-all approach to helping every child, UNICEF relies on a variety of critical funding sources to underwrite its lifesaving, life-changing work for children. All these sources are crucial to its success. Donor partners, such as foundations and corporations, as well as voluntary appropriations from the U.S. Government and generosity from individual Americans were all essential to enabling UNICEF to create impact in more than 150 countries and territories in 2023.

But in a complex and unpredictable world, one type of funding rises above all others. Flexible funds are UNICEF's most effective tool to help children worldwide because they're able to be deployed when and where they're needed most.

This year's report shines a light on the value of flexible funds, which have recently fallen to only 18 percent of UNICEF USA's revenue. That's especially worrisome as these unrestricted funds are key to enabling UNICEF to maintain its presence, expertise and responsiveness worldwide. Flexible funds form the backbone of UNICEF's country office budgets, allowing those with local knowledge to make informed, real-time decisions about how to best address the needs of the children they serve — especially those who face challenges falling outside of the global spotlight.

UNICEF USA Revenue,
Fiscal Year 2023



As the lesser-told stories in this report illustrate, flexible funds are unmatched in the predictability they provide to plan and implement sustainable programs, the flexibility they offer to address challenging and rapidly changing circumstances and their efficiency in maximizing the resources that can go directly to children.

◀ Chikondi Davis, 9, a student in the Mwabvi Primary School in Thyolo, Malawi, shown after receiving his typhoid vaccine. "I am super happy that I got this. It means I won't get sick from typhoid and my future will be full of health and happiness."



CASE STUDY: PAKISTAN

When devastating floods hit Pakistan in August 2022, flexible funds were already being put to work. Well before the water rose, UNICEF had used flexible funding to create emergency preparedness plans that helped to pre-position supplies at key points across the country. These included essential medicines and nutrition supplies, high-performance emergency tents for use as health centers and schools, and water, sanitation and hygiene (WASH) supplies.

Prioritizing emergency preparedness allowed UNICEF to quickly activate to meet the immediate needs of 100,000 vulnerable children and their families, as it awaited further support.

“At the beginning, we had little in our pocket but flexible funds,” says Robert Carr, UNICEF Pakistan’s former Chief of Planning, Monitoring, and Reporting. “Indeed, it was the single most important contributor to our early successful response.”

In the first few weeks of the response, UNICEF was able to provide safe drinking water to 55,000 people, deploy 14 mobile health clinics and set up eight new outpatient programs for malnourished children. UNICEF also addressed the education challenges by funding emergency learning programs. And as the waters receded, UNICEF worked to remove sludge and debris from flooded schools to make them operational again.

In the year following the flood, UNICEF continues to use flexible funds to invest in future sustainability. Its partnership with the Pakistani government, for instance, will generate crucial data on the toll the floods took on children, help integrate climate resilience and sustainability into planning and develop a cutting-edge understanding of what it means to be climate resilient with input from universities and the Ministry of Climate Change.

◀ Durghah, 10, stands outside the UNICEF temporary learning center in the village of Mir Jan Muhammad in southeast Pakistan.



CASE STUDY: CHAD

Even in an ordinary year, the children of Chad — among the most vulnerable on the planet to the extremes caused by climate change — face the harsh impact of both drought and flooding. The droughts of 2021, which led crop yields to fall by almost half in some provinces, caused an alarming spike in severe acute malnutrition, were followed by two full months of torrential rains across much of the country in 2022. The government announced a food and nutrition state of emergency.

UNICEF's long presence, deep relationships with government and other partners, and network of on-the-ground experts in Chad — made possible through flexible funds — enabled it to act quickly to respond to the threat of widespread malnutrition. Leading the country's emergency nutrition response, UNICEF was able to scale up the humanitarian response across partners, building effective monitoring systems and managing the supply chain.

As a result of UNICEF's systemic response, more than 334,000 children suffering from severe acute malnutrition received treatment, with an exceptional cure rate of 94 percent. Children aged 6–24 months also received a dramatic increase in dietary diversity — reflecting a more balanced and nutritious diet. Flexible funds continue to support UNICEF's work with communities to develop and incorporate day-to-day preventative nutrition support — critical to sustaining the health of Chad's next generation.

◀ Raoda Ibrahim Fadou, 38, at the UNICEF-installed nutritional unit at the refugee site of Adré, in eastern Chad, where her youngest daughter received malnutrition treatment. “My first goal is to survive and take care of the children. And I hope for peace,” says Fadou, who reached the site after fleeing her village in Sudan with her children during intense fighting.



CASE STUDY: BURUNDI

Life for children is hard in the camps for internally displaced persons (IDPs) located outside Burundi's largest city, Bujumbura. Lack of access to energy is acute, with only 0.2 percent of the population having access to gas or electricity for cooking. As a result, adolescent girls in the IDP site in Gatumba spend an average of three hours each day walking long distances to gather firewood. This daily chore puts them at risk of sexual violence and abuse and prevents them from studying. Sourcing firewood also exacerbates deforestation, increasing the devastation from recurrent flooding. And firewood creates excess smoke in cooking environments, putting the health of family members — especially newborns and small children — at risk.

To tackle these problems, UNICEF used flexible funding to support the launch of Green Girls, an innovative program that is addressing the interconnected issues of safety, health, income generation, deforestation and climate change by training teenage girls to source and manufacture a more environmentally friendly "green charcoal." Made of compressed biomass material, including agricultural waste, small pieces of wood, household organic waste and wastepaper, the green charcoal briquettes are twice as effective as traditional charcoal and can be sold for 60 percent less.

Since November 2022, the program has helped transform the lives of some 100 vulnerable girls, making them safer, while also giving them access to much-needed income through the sale of the green charcoal.

"I'd like this project to continue until I buy my own machine to give work to other girls who don't yet have a job," says Green Girls member Béatrice Irakoze. "We're going to help each other to be financially independent and help our families."

◀ Women and girls displaced by flooding in Burundi produce environmentally friendly charcoal through a UNICEF initiative.



CASE STUDY: LEBANON

Over the past few years, Lebanon has experienced multiple crises that have compounded the country's underlying social and political problems. As a result, 90 percent of families are unable to meet basic needs. They are forgoing food and necessary health care and sending children to work instead of school. Altogether, the compounding crises have taken a severe toll on children's mental health.

Rather than offering only one-time services to children in crisis, UNICEF is working with partners to build a holistic continuum of support for all children. Flexible funds have been key to this effort, enabling UNICEF to transform mental health programming across all areas of its work in Lebanon.

In one year, this investment has enabled UNICEF to reach more than 63,300 children and caregivers with child protection, mental health and psychosocial support services. Additionally, it provided more than 25,000 women and girls with gender-based violence protection services. UNICEF piloted peer-to-peer psychological first-aid training, so children and adolescents know how to support their friends following a distressing event. It rolled out Lebanon's child protection policy as a catalyst for violence-free schools. And it addressed the mental health of social service providers to protect against burnout.

In giving UNICEF the latitude to engage deeply, try new approaches and lay a strong foundation for sustainable, long-term change, flexible funding is addressing a hidden crisis for Lebanon's children and the adults they rely on.

◀ Children painting in Lebanon, where UNICEF prioritizes much-needed mental health and psychosocial care, including in Child-Friendly Spaces.



CASE STUDY: ZANZIBAR

Poor waste management significantly impacts children's health and future prospects. In Zanzibar, about 60 percent of solid waste is inadequately managed. Not only does this endanger the environment and increase urban flooding due to clogged storm drains, but it also threatens children's health through exposure to toxic substances and an increased threat of pest-carried diseases.

In response, UNICEF and the United Nations Development Program (UNDP), in partnership with Zanzibar's national government and the State University of Zanzibar, created the WasteX Lab to engage young people in climate innovation. Using flexible funds through UNICEF's Global Climate Innovation portfolio, the WasteX Lab is training the community (youth and young women, in particular) in solid waste management and supporting the launch of innovative recycling businesses.

Arafa Hamad Bakari, 27, was recently named a WasteX Lab top-10 waste innovator. After completing the WasteX Lab training, Arafa launched Asili Fertilizers, a business that creates organic fertilizer using domestic and hotel food waste, cow dung, leaves, and other organic materials. Says Arafa, "I feel blessed that many farmers buy large quantities of Asili fertilizer. I want to contribute to the future of waste management solutions for Zanzibar. As young leaders, we must continue to focus on the future we believe in."

So far, 40 groups of solid waste management operators, employing more than 1,000 young people, are benefitting from innovations incubated in the WasteX Lab, providing a cleaner, healthier environment for children in Zanzibar.

◀ A student volunteer uses a mobile survey technique as part of WasteX Lab's design of recycling and upcycling activities in Zanzibar.

FINANCIALS

UNICEF USA is coming off of some of the most successful fundraising years in its history, driven in large part by responses to the COVID pandemic and the crisis in Ukraine. This fiscal year and moving forward, we continue to relentlessly pursue a more equitable world for every child.

To ensure that we successfully deliver on this important mission, we continuously monitor the effectiveness, efficiency and overall financial health of our organization.

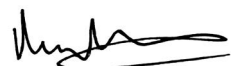
UNICEF USA is committed to abiding by the principles of the Sarbanes-Oxley Act, as they apply to not-for-profit corporations, and to using strong internal controls and reporting methods that emphasize documentation, implementation, review and approval.

Subject to the oversight of the Audit, Risk, and Technology Committee, UNICEF USA's management has continued to enhance robust controls that emphasize compliance, accountability and information technology systems data security and reliability to minimize risks that could impact the internal control systems of the organization. This includes the implementation of our enterprise risk management (ERM) program.

UNICEF USA is also compliant with the payment card industry (PCI) standards, as well as Federal Form 990 and Pension Plan 403(b) Form 5500 audit requirements. As a result, we have maintained the highest level of ethical, business and financial practices, enabling UNICEF USA to remain financially sound and sustainable.

The financial summary on pages 20 and 21 highlights our financial statements, which KPMG LLP has audited. A complete set of our financial statements, including the related notes with the auditor's unqualified opinion, is available upon request and can also be found on our website.

We believe our internal controls provide a reasonable assurance that our financial reports and statements are reliable and that they comply with U.S. Generally Accepted Accounting Principles.



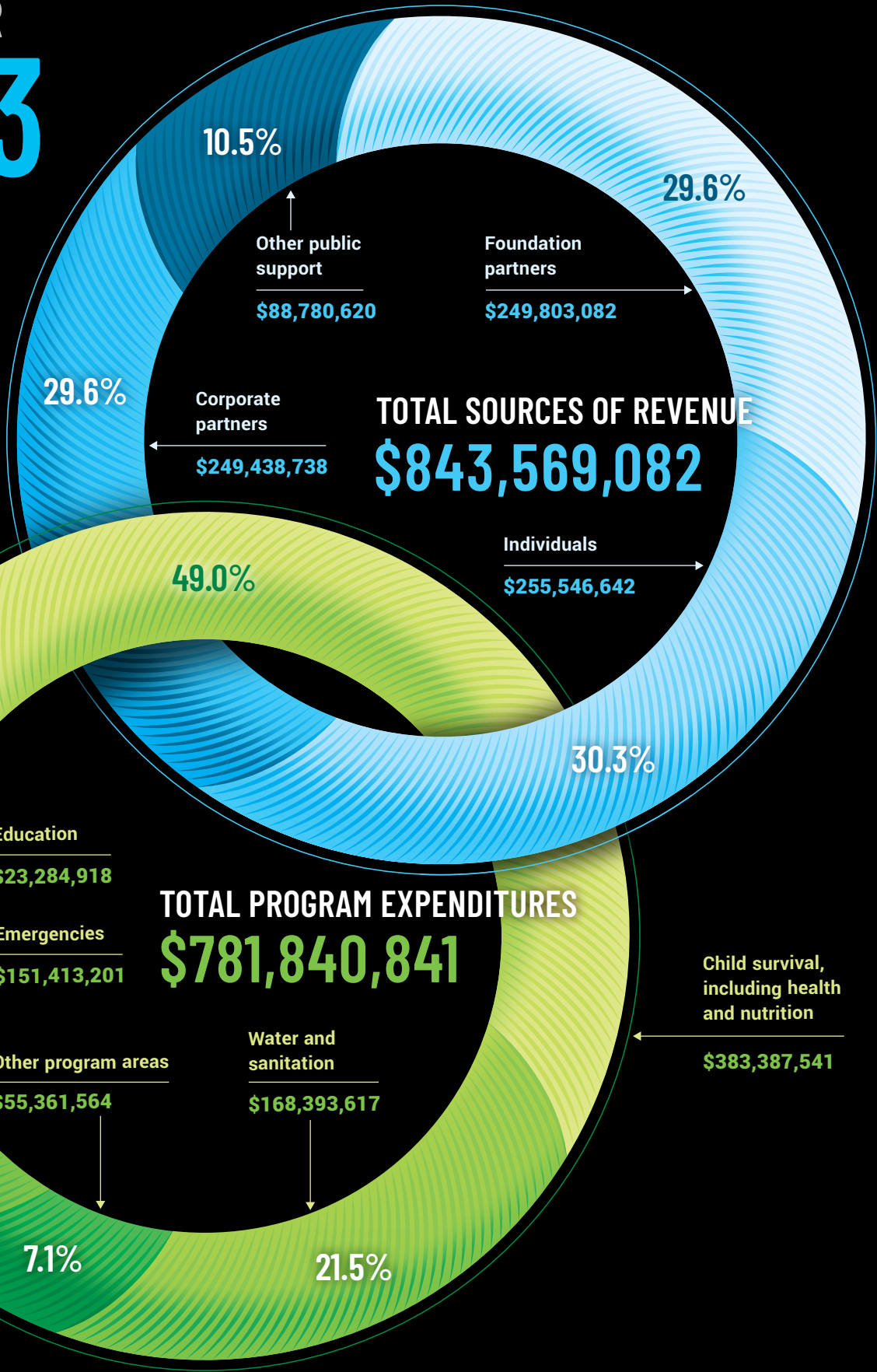
Michael Chen
Chief Financial Officer, UNICEF USA

► In Joyabaj, Guatemala, a UNICEF-supported immunization and nutrition team visits the home of Irma Jocotales, 58, and her grandson Jaime, 2, in January 2023. After Jaime is screened for stunting, his grandmother receives fortified food to ensure his growth.



FISCAL YEAR
2023

Summary of UNICEF USA’s sources of support and how we distribute our program assistance.



CONSOLIDATED STATEMENT OF ACTIVITIES

PUBLIC SUPPORT AND REVENUE	FISCAL YEAR 2023	FISCAL YEAR 2022
Public support		
CONTRIBUTIONS		
Direct response	\$121,890,294	\$172,658,398
Major and principal giving	117,387,546	135,420,648
Planned giving	16,268,802	22,316,096
Corporate partners (inclusive of in-kind support)	249,438,738	324,104,778
Foundation partners	249,803,082	220,176,211
Cause partners	57,406,781	172,049,019
Other	30,359,309	33,054,302
SPECIAL EVENTS INCOME, NET OF EXPENSES	3,583,690	7,607,263
PROVISION FOR LOSSES AND DISCOUNTS ON RESTRICTED ASSETS	(2,569,160)	(5,004,059)
Total public support	\$843,569,082	\$1,082,382,656
Revenue		
GREETING CARDS REVENUE	1,003,696	750,327
INVESTMENT RETURN	8,034,994	(9,905,180)
CHANGE IN VALUE OF SPLIT-INTEREST AGREEMENTS	(201,456)	(279,740)
OTHER	—	—
Total revenue	\$8,837,234	(\$9,434,593)
TOTAL PUBLIC SUPPORT AND REVENUE	\$852,406,316	\$1,072,948,063

EXPENSES	FISCAL YEAR 2023	Percent of Total Expenses	FISCAL YEAR 2022	Percent of Total Expenses
Program services				
GRANTS TO UNICEF AND OTHER NGOS	\$757,622,594	86%	\$890,972,192	88%
PUBLIC INFORMATION, EDUCATION AND PROGRAM SERVICES	22,740,984	3%	21,033,505	2%
ADVOCACY	1,477,263	0%	2,121,529	0%
Total program services	\$781,840,841	89%	\$914,127,226	90%
Supporting services				
MANAGEMENT AND GENERAL	13,449,167	2%	18,582,097	2%
FUNDRAISING EXPENSES	82,648,965	9%	81,349,042	8%
Total supporting services	\$96,098,132	11%	\$99,931,139	10%
TOTAL EXPENSES	\$877,938,973	100%	\$1,014,058,365	100%

Change in net assets	(\$25,532,657)	\$58,889,698
Net assets at beginning of year	\$247,021,151	\$188,131,453
Net assets at end of year	\$221,488,494	\$247,021,151

NOTE 1
Through its Public Affairs Department, UNICEF USA advocates for policymakers to prioritize the rights and well-being of the world’s children when considering legislative and funding decisions. This advocacy includes influencing both the administration and Congress about the value and impact of voluntary contributions made to UNICEF by the U.S. government. UNICEF USA’s efforts in this regard helped to persuade Congress to direct the U.S. government to allocate \$137 million in core resources to UNICEF for 2023. UNICEF USA’s advocacy also informs funding decisions on foreign assistance and humanitarian aid more broadly, related to key issue areas including maternal and child health and addressing malnutrition and need for safe water in emergency settings, contributing to the hundreds of millions of dollars received by UNICEF from the U.S. government annually. This funding is provided directly by the U.S. government to UNICEF and is not reflected as revenue in

UNICEF USA’s Consolidated Statement of Activities. Related expenses for advocacy efforts, however, are included in UNICEF USA’s total program services.

NOTE 2
The reduction in Total Public Support and Revenue and the corresponding Total Expenses reflects the significant support for Ukraine in fiscal year 2022, which isn’t repeated at the same level in fiscal year 2023.

As of June 30, 2023, UNICEF USA has total net assets of \$221 million that consist of:

Without donor restrictions	\$41,230,241
With donor restrictions	\$180,258,253
Total net assets	\$221,488,494

Without Donor Restrictions – Net assets that are not subject to donor-imposed restrictions.

With Donor Restrictions – Net assets that are subject to donor-imposed stipulations that will be met either

by the actions of UNICEF USA and/or by the passage of time. Such net assets may also be subject to donor-imposed restrictions that stipulate that they be maintained permanently by UNICEF USA but permit the organization to expend all or part of the income derived from these assets to support operations. Net assets with donor restrictions will be used to fund various programs, such as child protection and child survival, including nutrition and health, emergency response and various other programs.

NOTE 3
This summary was prepared by UNICEF USA from its consolidated financial statements, which were audited by KPMG LLP. The complete consolidated financial statements, including the related notes and auditor’s report, are available upon request or on UNICEF USA’s website at unicefusa.org.



► In Bertoua, Cameroon, Houreratou Abdoulay cuddles her youngest son, Awaou, after a UNICEF-funded community health worker found he was suffering from malaria. “Fortunately, the degree of malaria is not too bad, and we can take care of him at home with the right medication,” she says.



After their primary school in Punjab, Pakistan was affected by floods, Attia and Kashaf Zara, both 6, attend a temporary learning center established by UNICEF.

NATIONAL BOARD OF DIRECTORS

The National Board has the primary and ultimate governance and fiduciary responsibility for UNICEF USA, including, but not limited to, establishing strategic direction, ensuring adequate resourcing, promoting values-led and ethical behavior, and providing proactive oversight to maximize results for children. Names shown here reflect board membership during the fiscal year covered by this report.

CHAIR

Ewout Steenberghe

VICE-CHAIR

Bernard Taylor, Sr.

PRESIDENT AND CEO

Michael J. Nyenhuis

SECRETARY

Mindy Grossman

ASSISTANT SECRETARIES

Jessica Leinwand

Michele Walsh

TREASURER

Robert T. Brown

ASSISTANT TREASURERS

Michael Klompus

Jessica Leinwand

DIRECTORS

Glen Baptist

Robert T. Brown

Gary M. Cohen

Philippe Gilbert

Nicole Giles

Mindy Grossman

Carol J. Hamilton

Andrew Hohns, Ph.D.

Téa Leoni

Aaron Mitchell

Dikembe Mutombo

Michael J. Nyenhuis

John O'Farrell

David M. Sable

Henry S. Schleiff

Elizabeth Smith

Ewout Steenberghe

Bernard Taylor, Sr.

Brannigan C. Thompson

Janet E. Truncale

Kelly Wilson



TO HELP SUPPORT UNICEF'S LIFESAVING WORK THROUGHOUT THE YEAR,

offer a donation using the QR code at left. Simply open the camera app on your smartphone, hover it over the QR code and click the link once it appears at the top of the screen.

Organized under the laws of New York State as a not-for-profit corporation, the U.S. Fund for UNICEF (also doing business as UNICEF USA) is exempt from tax under Section 501(c)(3) of the Internal Revenue Code and is governed by an independent and nonsalaried board of directors. UNICEF USA qualifies for the maximum charitable contribution deduction by donors. A summary of activities and financial highlights for the fiscal year ending June 30, 2023, is described in this report. For more than eight decades, the United Nations Children's Fund (UNICEF) has built an unprecedented global support system for the world's children. UNICEF relentlessly works day in and day out to deliver the essentials that give every child an equitable chance in life: health care and immunizations, safe water and sanitation, nutrition, education, emergency relief and more. UNICEF USA advances the global mission of UNICEF by rallying the American public to support the world's most vulnerable children. Together, we have helped save and meaningfully improve more children's lives than any other humanitarian organization.

CREDITS

Photographs — front cover: © UNICEF/UNI489934/Panjwani; page 1, row 1 from left: © UN0794488/Dejongh, © UNICEF/UNI533646/Panjwani, © UNI459264/Andrianantenaina; row 2 from left: © UNI419949/Aina, © UNI491727/Njiokiktjien, © UN0794811/Dejongh; row 3 from left: © UNI519582/Filippov, © UNI459269/Andrianantenaina, © UNI510476/Benekire; row 4 from left: © UNI484904/Helal, © UNI473186/Ahmed, © UNI550195/Franco; page 2: © UNICEF/UNI448338/Dejongh; page 4: © UNICEF/UNI484371/Flores; page 6: © UNICEF/UN0845461/UNICEF Malawi; page 8: © UNICEF/UNI497746/Ahmed; page 10: © UNICEF/UNI426017/Dejongh; page 12: © UNICEF/UNI504503/Seabra; page 14: © UNICEF Lebanon; page 16: © UNDP; page 19: © UNICEF/UN0772673/Izquierdo; pages 22–23: © UNICEF/UN0668451/Dejongh; page 24: © UNICEF/UN0803376/Malik; back cover: © UNICEF/UNI404806/Chikondi

Infographic © 5W Infographics

© 2024 UNICEF USA. All rights reserved.



for every child

