



for every child

# UNICEF USA 2024 ANNUAL REPORT

**OUR VISION**  
EVERY CHILD IS HEALTHY, EDUCATED,  
PROTECTED AND RESPECTED.

**OUR MISSION**  
TO RELENTLESSLY PURSUE A MORE  
EQUITABLE WORLD FOR EVERY CHILD.

► In Uruzgan Province, a boy receives medicine from one of the 30,000 community health workers UNICEF supports in Afghanistan..





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◀ Amid hunger and conflict in Sudan, UNICEF supports learning for children living in camps for displaced families.



# PRESIDENT'S LETTER

Fiscal year 2024 was a year that asked for more.

More from children facing dangerous challenges – multiple conflicts around the world, natural disasters, displacement. More from our teams working tirelessly to meet escalating needs. More from you, our steadfast supporters, whose generosity and commitment never wavered. And more from me, as I reflect on the resilience and hope that underpin our shared mission.

In my [Relentless](#) LinkedIn newsletter, I often share stories that inspire and challenge us. One such story is about a small poster in my father's kitchen that read: "Life is 98 percent good; 2 percent other." As circumstances changed, he eventually adjusted it to "88 percent good; 12 percent other." My father's underlying optimism reminds me that in times when the world asks more from me, there is a well of hope that allows me to give more in response.

This year, children worldwide responded with remarkable courage. From children studying underground while bombs fell above to youth helping carry their elders through rising floodwaters. From young climate advocates turning eco-anxiety into action to kindergartners participating in Trick-or-Treat for UNICEF, children's determination fuels our work.

At UNICEF USA, we responded to adversity with unwavering dedication. We expanded programs, formed new and strengthened longtime partnerships and embraced innovative solutions to reach more children with lifesaving aid, education and protection. Our commitment to an equitable world remained at the forefront, and we worked so that every child could have the opportunity to thrive.

Your support made this possible. Together, we've navigated a year of challenges, transforming obstacles into opportunities for impact.

As we look ahead, we know the world will continue to ask more of us. But with your partnership, we are ready to meet the moment – relentlessly pursuing a better future for every child.

Thank you for standing with us.

A handwritten signature in black ink, appearing to read "MJL".

Michael J. Nyenhuis  
President and CEO, UNICEF USA

◀ A UNICEF staff member plays with Oneida, 5, in a village in the south of Belize, where UNICEF provides cash transfers to help families feed their children.



# A YEAR THAT ASKED FOR MORE

Protecting the rights of every child carried a special urgency in the fiscal year covered by this annual report, from July of 2023 through June of 2024. UNICEF and UNICEF USA pursued a more equitable world for children in more than 150 countries and territories through priorities like supporting the millions of children who had fled war in Ukraine and helping communities still recovering in the wake of the COVID-19 pandemic. Through persistence and commitment, UNICEF succeeded in providing more children access to primary health care, essential immunizations and education than in years before.

Other achievements of scale and partnership in calendar year 2023 included UNICEF reaching 9.3 million children with lifesaving treatment for severe wasting – the most ever, as part of a targeted, regional push to end malnutrition. In addition, 400 million children received polio vaccinations – with the eradication of the disease itself in sight – while the world’s first malaria vaccine was delivered to seven African nations, a promising start to ending a major threat to children’s health on that continent.

Despite such efforts, and many others across UNICEF’s global humanitarian support system, the year won’t likely be remembered for its promise or progress for children.

Instead, it was a year that asked for more – more for children and more of us. It was a year in which UNICEF and its partners grappled with conflicts that were extraordinarily brutal to children.

The first such challenge began when armed conflict in Sudan’s capital forced four million children to flee widespread violence in search of safety, food and shelter. UNICEF Deputy Executive Director Ted Chaiban described how “this brutal war and potential famine is creating an ominous environment for a catastrophic loss of children’s lives. Almost half of the children suffering from severe acute malnutrition are in areas that are hard to access, where there is ongoing fighting, making their conditions all the more dire.”

◀ After UNICEF’s door-to-door campaign to fight malnutrition, Jamila brings her daughter to a clinic in Kassala state, Sudan, for treatment.

With an entire generation of Sudan's children at risk, UNICEF responded with lifesaving assistance. In 2023, working alongside partners in the region, UNICEF reached 6.4 million people with health supplies, 5.9 million people with safe drinking water and 5.4 million children with malnutrition treatment.

Just months later, following the deadly October 7 terrorist attack on Israel, which included the abduction of 20 Israeli children, Gaza swiftly became the most dangerous place on Earth to be a child. In just the first three weeks of Israel's response, more than 3,400 children were killed in the densely populated territory and more than 6,000 injured. Deaths would continue to mount, with women and children comprising 70 percent of all fatalities, as health centers, refugee camps, schools and water systems were destroyed.

Delivering safe water, health care and other critical aid to injured and displaced families – when aid was allowed in at all – came with enormous risks. By the end of the year, 2023 would rank as the deadliest year on record for humanitarian aid workers, with 280 killed in the Gaza Strip alone. The toll of the continuing humanitarian catastrophe will be generational.

Of course, these weren't the only emergencies affecting children in the 12-month period of this annual report. In calendar year 2023, UNICEF responded to a total of 412 emergencies in 107 countries, as violence, climate disasters and disease outbreaks left families from Afghanistan to Myanmar reeling. Heartbreaking violence unfolded in Haiti, while desperate migrations driven by conflict and extreme poverty propelled families across the deadly Darien Gap between Colombia and Panama.

In every case, UNICEF responded.

In a year that asked for more, UNICEF and its supporters stepped up and held strong – triaged, strategized, innovated or simply endured the agonizing waits for aid to be allowed to pass.

UNICEF USA and UNICEF have never stopped working to meet children's needs worldwide, proving day in and day out that children, their rights and their lives do matter – and will be protected.

Vaccinations continue – sometimes even in war zones. Sanitary water systems are built – and rebuilt. Young people eagerly learn new skills, even when their schools become targets of war.

And UNICEF's 17,000-person staff continue to do more, to be more and to stand for more of what the world sorely needs – a commitment to helping every child, no matter who they are, where they live or where they happened to be born.



► Boys in the Jenin refugee camp walk through shelters that were destroyed by military operations in the West Bank.



# FINANCIALS

UNICEF USA ended its fiscal year 2024 with its strongest performance in unrestricted funding in the past three years. This success reflects a shift in strategy to prioritize unrestricted support from our donors, which enables more flexibility in serving children’s needs around the world.

To ensure that we successfully deliver on this important mission, we continuously monitor the effectiveness, efficiency and overall financial health of our organization. This includes significantly streamlining and improving the cycle time in our financial closing process, while maintaining strong controls in complying to all regulatory requirements.

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 our Audit Committee, UNICEF USA’s management has continued to enhance robust controls that emphasize compliance, accountability and 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 program.

UNICEF USA is also compliant with the Payment Card Industry 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 following financial summary highlights our financial statements, which KPMG LLP has audited. A complete set of our financial statements, including the related notes with auditor’s unqualified opinion, is available upon request.

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.

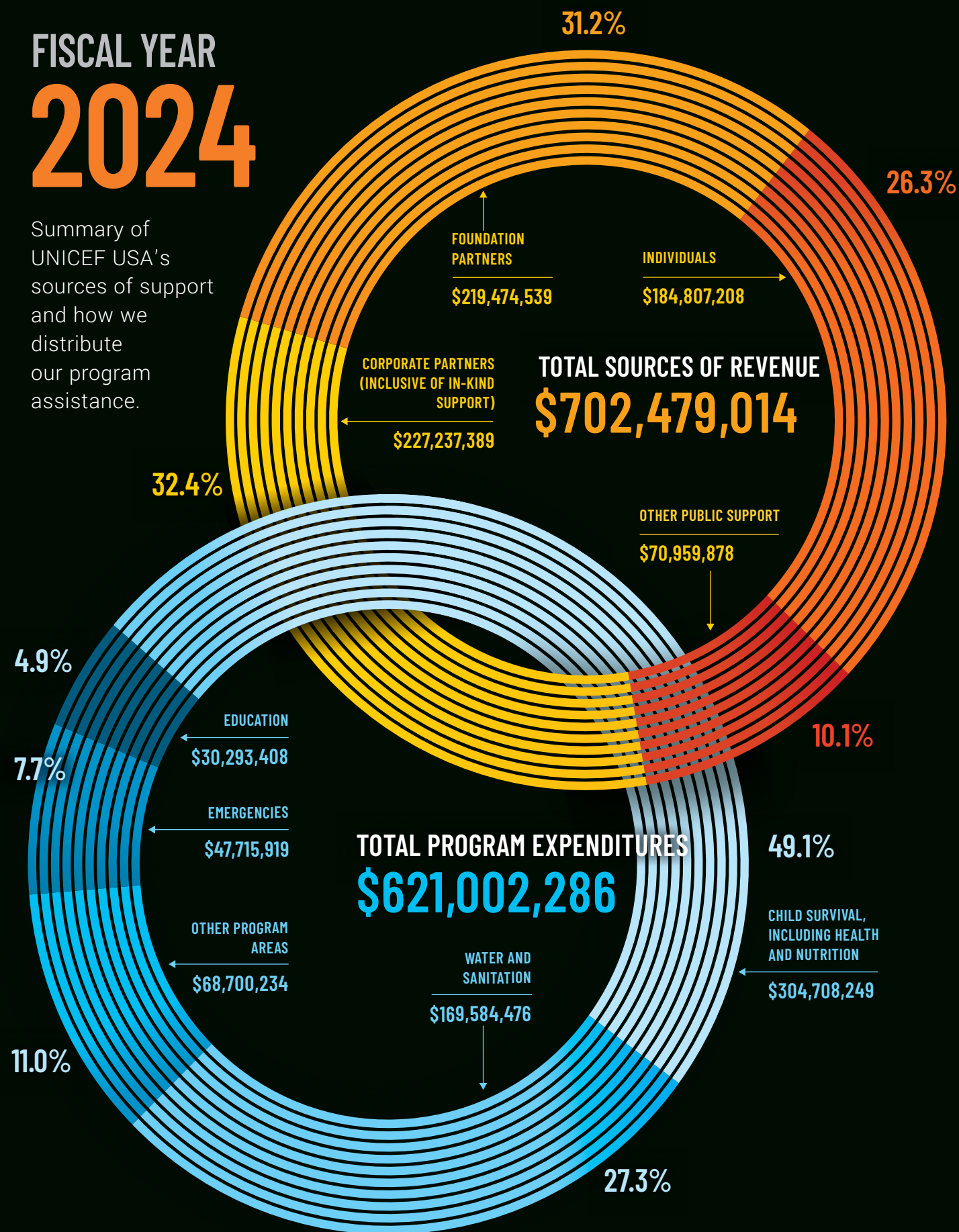
A handwritten signature in black ink, appearing to read 'Michael Chen'.

Michael Chen  
Chief Financial Officer, UNICEF USA

◀ Happy boys at a preschool in Nepal, where UNICEF supports critical nutrition and development programs.

# FISCAL YEAR 2024

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 2024	FISCAL YEAR 2023		
<b>Public support</b>				
<b>CONTRIBUTIONS</b>				
Direct response	\$110,300,428	\$121,890,294		
Major and principal giving	40,646,058	117,387,546		
Planned giving	33,860,722	16,268,802		
Corporate partners (inclusive of in-kind support)	227,237,389	249,438,738		
Foundation partners	219,474,539	249,803,082		
Cause partners	67,642,662	57,406,781		
Other	7,637,129	30,359,309		
<b>SPECIAL EVENTS INCOME, NET OF EXPENSES</b>	2,316,260	3,583,690		
<b>PROVISION FOR LOSSES AND DISCOUNTS ON RESTRICTED ASSETS</b>	(6,636,173)	(2,569,160)		
<b>Total public support</b>	<b>\$702,479,014</b>	<b>\$843,569,082</b>		
<b>Revenue</b>				
GREETING CARDS REVENUE	798,897	1,003,696		
INVESTMENT RETURN	13,689,679	8,034,994		
CHANGE IN VALUE OF SPLIT-INTEREST AGREEMENTS	346,678	(201,456)		
OTHER	—	—		
<b>Total revenue</b>	<b>\$14,835,254</b>	<b>\$8,837,234</b>		
<b>TOTAL PUBLIC SUPPORT AND REVENUE</b>	<b>\$717,314,268</b>	<b>\$852,406,316</b>		
<b>EXPENSES</b>	<b>FISCAL YEAR 2024</b>	<b>Percent of Total Expenses</b>	<b>FISCAL YEAR 2023</b>	<b>Percent of Total Expenses</b>
<b>Program services</b>				
GRANTS TO UNICEF AND OTHER NGOS	\$594,753,020	83%	\$757,622,594	86%
PUBLIC INFORMATION, EDUCATION AND PROGRAM SERVICES	24,622,141	3%	22,740,984	3%
ADVOCACY	1,627,125	0%	1,477,263	0%
<b>Total program services</b>	<b>\$621,002,286</b>	<b>86%</b>	<b>\$781,840,841</b>	<b>89%</b>
<b>Supporting services</b>				
MANAGEMENT AND GENERAL	16,662,810	2%	13,449,167	2%
FUNDRAISING EXPENSES	87,612,639	12%	82,648,965	9%
<b>Total supporting services</b>	<b>\$104,275,449</b>	<b>14%</b>	<b>\$96,098,132</b>	<b>11%</b>
<b>TOTAL EXPENSES</b>	<b>\$725,277,735</b>	<b>100%</b>	<b>\$877,938,973</b>	<b>100%</b>
Change in net assets	(\$7,963,467)		(\$25,532,657)	
Net assets at beginning of year	\$221,488,494		\$247,021,151	
Net assets at end of year	\$213,525,027		\$221,488,494	

### 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 \$142 million in core resources to UNICEF for FY24. 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 continued reduction in donations stemming from the war in Ukraine, as well as fewer than average international emergencies and natural disasters during the fiscal year.

As of June 30, 2024, UNICEF USA has total net assets of \$213 million that consist of:

Without donor restrictions	\$132,154,300
With donor restrictions	\$81,370,727
<b>Total net assets</b>	<b>\$213,525,027</b>

**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](http://unicefusa.org).



UNICEF is working to keep girls learning in Ethiopia.

## 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 Steenberg

### VICE-CHAIR

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Michael J. Nyenhuis

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Janet E. Truncala

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Michele Walsh

### TREASURER

Robert T. Brown

### ASSISTANT TREASURERS

Michael Chen  
Maria Middleton

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Téa Leoni  
Aaron Mitchell  
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David M. Sable  
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Elizabeth Smith  
Ewout Steenberg  
Bernard Taylor, Sr.  
Brannigan C. Thompson  
Janet E. Truncala  
Kelly Wilson



## HELP SUPPORT UNICEF'S LIFESAVING WORK

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, 2024, 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

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