

2019 for every child

UNICEF USA Annual Report



for every child

The image is a horizontal collage of various illustrations related to UNICEF. It features large, semi-transparent text labels such as "Pragmatic", "Single-Minded", "Idealistic", "Relentless", "Compassionate", and "Diverse". Overlaid on these labels are several illustrations: a person in a blue shirt and jeans walking a tightrope; a white drone with a grey UNICEF box hanging from its belly; a blue megaphone; and a person's hands holding a brown cardboard box. The overall theme is the diverse and committed nature of UNICEF's work.

That's UNICEF. More than 15,000 strong. On the ground, in more than 190 countries. Reaching the most vulnerable, saving lives and building futures. Speaking up for those who can't and creating change that lasts. Together, we won't stop working, ever. For every child.



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Albert Matakone,
a teacher in Baigai,
Cameroon, uses a
computer tablet
powered by UNICEF-
provided Internet.

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Leadership Letter



I brought photographs of two children with me when I arrived at UNICEF USA's New York office recently for my first day at work. As the new president and CEO, I have the high privilege to lead our efforts to save the lives of children around the world, protect their rights and help them thrive.

The photographs — pictures I took a number of years ago — have hung in three different offices I've had over the last decade. One is of a girl from a rural village in Côte d'Ivoire where my team worked to rid the region of Guinea Worm. The other is a boy from a small town in the Andes Mountains of Ecuador where we ran a school health program. Both are close-up shots that reveal the striking faces and penetrating eyes of these two brave children. It is almost as if they are speaking to me directly, calling on me to redouble my efforts to serve others like them.

After 25 years in the humanitarian and global development sectors, I am thrilled to have joined UNICEF USA. No organization has the scale and reach of UNICEF to deliver programs that lift the lives of children. In the pages of this annual report you will find pictures, stories and data that testify to that fact.

Our motto at UNICEF is "For every child". We mean it this way: for every child, health care and food security, education and opportunity, safety and protection, supportive communities and governments and on and on. For every child like the girl from Côte d'Ivoire and boy from Ecuador in my photographs, we work to ensure they have the opportunity for a healthy, productive life.

Thank you for being among those who make this work possible. I look forward to engaging with you and our supporters around the country over the coming year. And I hope you'll visit me at our New York office. I'll show you the two photographs. I think you'll walk away with the same message I always do: Let's get to work on their behalf!

Michael J. Nyenhuis
President and CEO, UNICEF USA



for every child: **Water**

Worldwide, more than 800 children die each day from unsafe drinking water, inadequate sanitation or poor hygiene. All three issues are connected.

For example, without toilets, water sources become contaminated, and without safe water, basic hygiene practices are not possible. Millions of children suffer from a cycle of preventable illnesses as a direct result of one of these three problems.

How UNICEF supports safe water, sanitation and hygiene

In 2018, UNICEF:

- Helped nearly 19 million people gain access to safe drinking water
- Helped eliminate open defecation and protect sources of safe water in 22,000 communities (with a total population of 11.8 million)
- Improved water, sanitation and hygiene services in more than 3,300 healthcare facilities
- Provided gender-segregated sanitation facilities to more than 7,700 schools

"When I first came to Yemen, I noticed how women and children struggled to get clean water. They walk a long way and wait a long time for the truck to fill their jerrycans. It was heartbreaking."

— Maysoun Alhajomar, UNICEF water specialist





Jean-Pierre Masuku
hands out educational
Ebola pamphlets in
the North Kivu
Province of the DRC.

for every child: **Health**

You don't get used to fighting a contagious, deadly disease like Ebola," UNICEF Communications Specialist Jean-Pierre Masuku explained. Hours after the Democratic Republic of the Congo (DRC) announced a new Ebola outbreak on August 1, 2018, Masuku joined the battle.

It was the DRC's tenth Ebola outbreak since 1976 and Masuku's second Ebola experience. Armed conflict in the area complicated humanitarian response. "It wasn't easy, those first days. The scale of the crisis wasn't clear yet, and the material, human and financial resources for the response were lacking," Masuku added.

But UNICEF mobilized quickly.

"With the support of local civil organizations," Masuku said, "I reminded people that good hygiene and frequent hand washing are essential to protecting them against the disease." UNICEF-trained health workers also went door to door

to educate each family in affected communities and offer psychosocial support for survivors. In addition, UNICEF worked to train health workers to better prevent and control the epidemic by effectively equipping healthcare facilities and decontaminating affected households and clinics.

A week later, UNICEF and partners had already reached more than 30,000 people. "Each individual is a partner in the fight against the Ebola virus," said Masuku. "I'm proud I can help eliminate the disease from my country. And I'm pleased to be able to do this with UNICEF."

Community engagement and awareness are central to UNICEF's health strategy.



How UNICEF supports global health and disease prevention

- Trained nearly 155,000 health workers in community case management between 2016 and 2018
- Distributed mosquito nets to 28 million people in 17 countries in 2018
- Pioneered a drone program that delivers blood samples taken in remote villages, helping doctors make faster diagnoses
- Procured 2.4 billion doses of vaccines for children in nearly 100 countries in 2017

Somalia faces a series of ongoing humanitarian challenges, including armed conflict, gender-based violence, drought and famine. UNICEF has formed strong partnerships with Somalia's government and local NGOs in order to provide care for the country's most vulnerable children. Below are some highlights of UNICEF and partners' accomplishments in Somalia in 2018.

Child Protection

- 4,700 unaccompanied and separated children were identified and registered with the government
- 9,100 survivors of gender-based violence received care and psychosocial support

Education

- 78,000 children and adolescents (42% of them girls) received access to education in partnership with Somalia's Ministry of Education
- 432,151 children in non-emergency situations received learning materials and/or supplies



Emergencies

- 740,000 women and children received emergency health services
- The children's rights monitoring and reporting system documented incidents affecting nearly 5,000 children, allowing for intervention and response

Health

- 4.4 million+ children were vaccinated against measles
- Polio vaccine procurement and management, social mobilization and communication were continued as part of the Global Polio Eradication Initiative

Last year in Somalia,
220,700+ children
with severe acute malnutrition
received lifesaving care.

Nutrition

- 220,700+ children with severe acute malnutrition received lifesaving care, representing 87% of Somali children suffering from this lethal condition; 95% fully recovered after treatment
- New guidelines were created to combat malnutrition, a key milestone in ensuring that nutrition programs use the latest medical evidence for improved child survival

WASH

- 300,000 people in four urban areas gained access to safe water through infrastructure improvements
- 1,095,704 people (including children) suffering emergencies received temporary access to safe water





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for every child: **Nutrition**

What's the best method to combat malnutrition? First: prevention. Then: focusing on the larger context. "Our goal is to work with the family... and engage institutions to respond to the community's needs involving health, civil registration and basic services," says Luz Ángela Artunduaga, a UNICEF Colombia child survival and development specialist.

Take the Wayúu, for example, an indigenous people who live on the Guajira Peninsula in Colombia. Wayúu mothers and newborns die at much higher rates than mothers and babies in the rest of the country. So, in June 2019, UNICEF Colombia and partners piloted "Caregivers," a malnutrition strategy, in a Wayúu village.

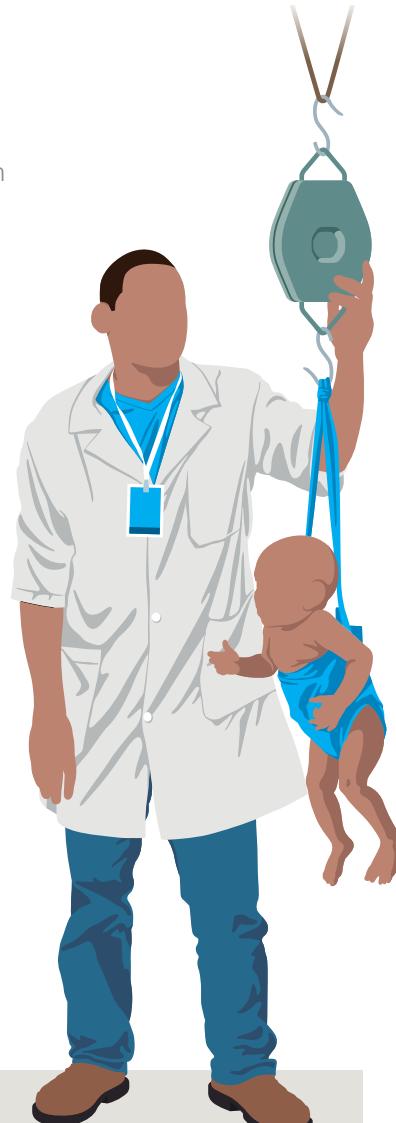
As part of the strategy, UNICEF staff worked to strengthen caregiving practices through home visits and on-site parental training — and local mothers immediately experienced the benefits.

"I've learned I need to take my children to their growth and developmental check-ups and have their immunizations up to date," said one Wayúu mother. "Thanks to 'Caregivers,' my husband is more attentive to us.... When my children get sick, he takes us to the hospital."

As Marita Perceval, the UNICEF regional director for Latin America and the Caribbean, also notes: "Now, no child [here] is malnourished. Thanks to community leadership and the joint work of UNICEF and the government, 'Caregivers' has changed the life of every child."

How UNICEF fights malnutrition

- Treats severe acute malnutrition via ready-to-use therapeutic food, oral rehydration therapy and other micronutrient supplements
- Incorporates rapid nutrition assistance into emergency response and targets those most at risk of malnutrition
- Promotes breastfeeding and provides nutritional support and training to parents (including obesity prevention)
- Partners with governments to articulate children's right to good nutrition; develops nutrition policies and effective interventions



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for every child: **Rescue**

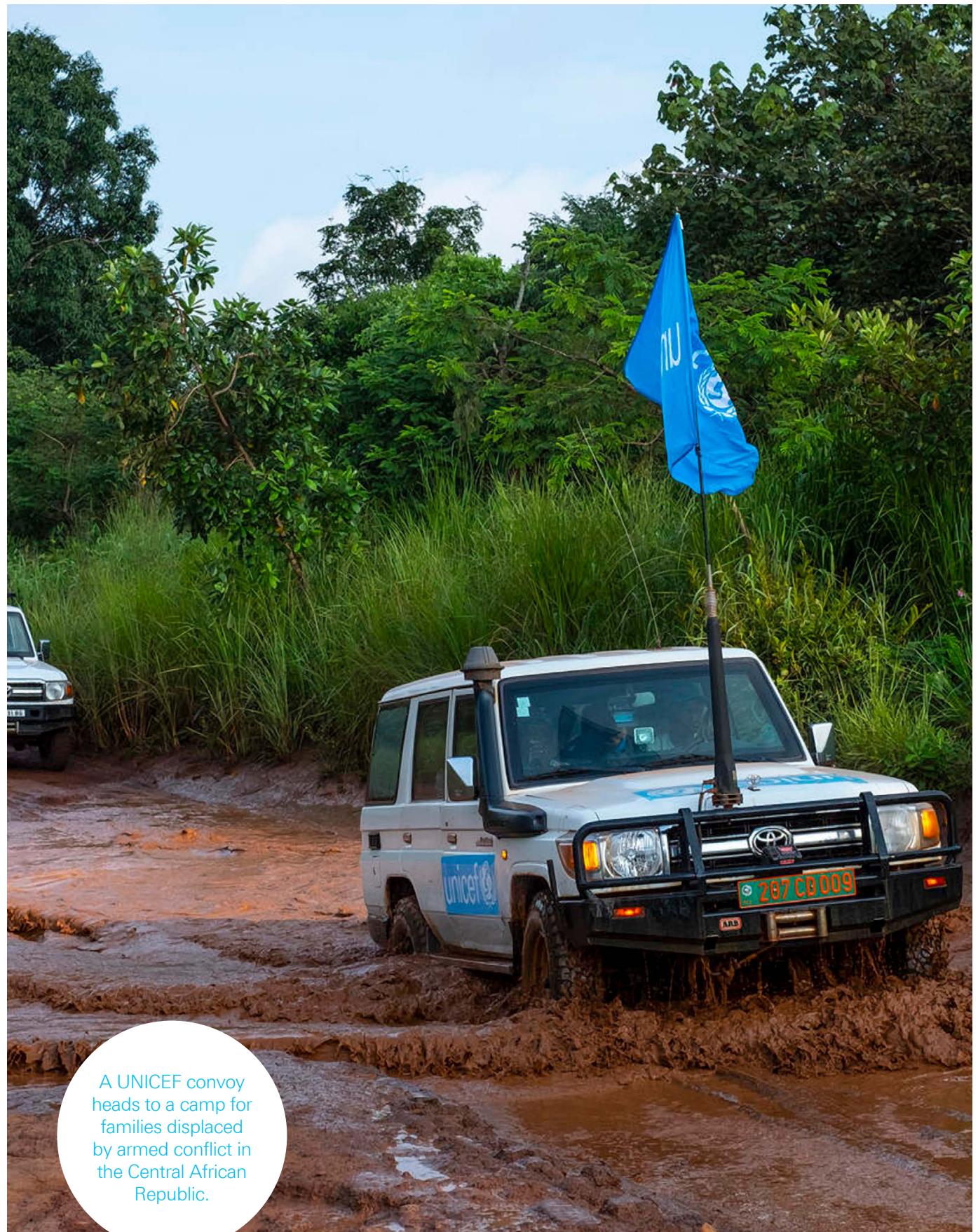
In 2018, 420 million children were living in a place affected by humanitarian emergencies — and more than 12 million were considered to be refugees. These children are often living in conditions where disease is rampant and safe water and food are scarce. To exacerbate the issue, they're frequently suffering from trauma in the aftermath of what they've been through — in need of psychosocial support and someone to advocate on their behalf.

How UNICEF races to save lives in emergencies

In 2018, UNICEF delivered a range of life-saving resources to help children and their families. These include:

- 331.3 million antibiotic tablets to treat potentially lethal bacterial infections, including pneumonia and bronchitis
- 1.26 billion water purification tablets to purify 30.8 billion liters of water
- 787.6 million immunization syringes
- Psychosocial support for 3.6 million children suffering from emotional trauma during humanitarian emergencies

"UNICEF's Supply Division is the largest humanitarian warehouse in the world. Within 72 hours, we can be on the ground in any country." — Catherine Dickehage, UNICEF Supply Division



A UNICEF convoy heads to a camp for families displaced by armed conflict in the Central African Republic.



unicef in action **Guatemala**



In 2018 and 2019, Guatemala was at the epicenter of a human migration crisis, a Zika virus epidemic and a volcanic eruption. Throughout, UNICEF was a constant presence in the country, offering protection, support and resources for children and their families – particularly for returned migrants. Below are some highlights of UNICEF and partners' accomplishments in Guatemala in 2018.

Child Protection

- 153 municipalities with high levels of violence received child protection programs, reaching 80,000+ children and 12,000 adults
- UNICEF developed a protocol for consular support to migrant children, and informed children and families about their rights in countries of transit and destination

Education

- After the Volcán de Fuego eruptions, 16,168 students received a backpack and school supplies so they could resume schooling quickly
- After-school activities (including crafts, music, art lessons, storytelling and reading circles) were offered to aid in post-disaster emotional recovery



Emergencies

- UNICEF supported national authorities to help prevent returned migrant children from going back to situations of violence
- UNICEF's mobile U-Report system, which has a total of 18,000 in-country participants, helped rapidly disseminate information during the Volcán de Fuego eruptions

Health

- 155,000 people who were vulnerable to the Zika virus (including pregnant women, teens, and children) were reached with prevention and treatment programming
- 11 post-disaster shelters received "Return to Happiness" programming (expressing emotions and overcoming trauma), helping 1,439 children recover after volcano eruptions

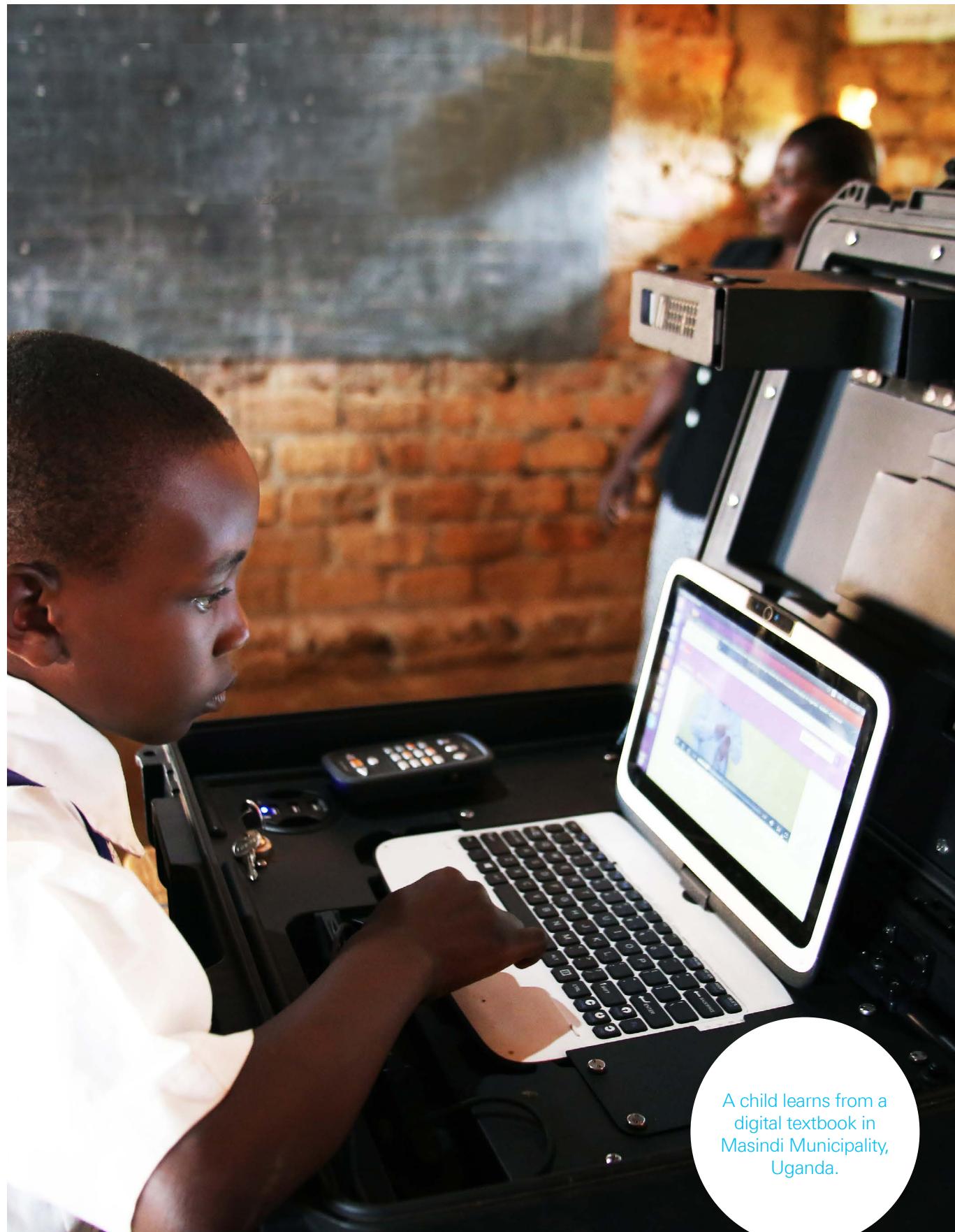
Last year in Guatemala,
16,168 students
received school supplies after
the Volcán de Fuego eruptions.

Nutrition

- 12 breast-feeding-friendly health clinics were certified, and 4,284 health workers were trained to encourage breast-feeding among new mothers
- 7,000 marginalized teen mothers or potential mothers received messaging about good infant nutrition, while 3,000 teenage women received iron and folic acid supplements

WASH

- UNICEF and partners worked to improve sanitation and end outdoor defecation by engaging community leadership in six municipalities, benefiting 25,162 people (13,179 children)
- 20 water systems were rehabilitated in Guatemala's Dry Corridor, where hundreds of thousands of adults and children are at risk of drought, water-borne diseases and malnutrition; these 20 water systems serve 6,015 people



for every child: **Education**

Worldwide, there may be as many as 150 million children with disabilities.

Unfortunately, many of these children still don't have access to appropriate, quality schooling.

"Girls and boys with disabilities have the right to grow, acquire skills for adulthood and become independent, self-reliant individuals and members of their communities," says Joy Wadimo, who has been a special education teacher in Uganda for the past 26 years.

Wadimo sees UNICEF as a champion for these children. "UNICEF and partners are driving an innovative solution called Accessible Digital Textbooks for All (ADTA) that makes textbooks available, affordable and accessible for children with disabilities in all contexts."

Starting in 2019, UNICEF and partners piloted the ADTA in parts of Africa and Latin America. In Uganda, UNICEF worked with the Ministry of Education to convert textbooks for children in grades 4 and 6. For the seeing impaired, they created audio textbooks, large-text HTML and enhanced graphic materials. For the deaf, they produced sign language versions. In 2019, Uganda's pilot program involved 20 schools with 455 children with disabilities. They also trained 1,094 stakeholders, including teachers.

Wadimo articulates the benefits of UNICEF's innovative pilot program in another way: "In last year's primary school finals, one of my students with disabilities received a better score than all the other candidates. I know this success was due to the full-time availability of the assistive textbooks he uses."

Last year,
UNICEF provided
school supplies
to more than
11 million
children.



How UNICEF promotes education

- Partners with 144 countries to develop policies and implement programs that ensure safe schools and qualified, motivated teachers
- Collaborates with 90 countries to provide actionable data on barriers that lead to educational exclusion and reduce the number of children kept out of school
- Provided educational materials, including self-learning programs, to more than 240,000 classrooms in 2018
- Equipped nearly 56,000 school communities with training in management, planning, school health and hygiene, and education for children with disabilities in 2018

for every child: **A Voice**

Today's children are the inheritors of the world that we leave behind. As such, every child needs the confidence, ability and platform to have their voice heard — not just so they themselves can thrive, but so that they can move society forward and create a better world than we have today.

How UNICEF promotes youth engagement

- Fosters laws and policies that encourage youths to speak up about education, health, peace building, climate change and juvenile justice
- Strengthens adolescent participation via student councils, youth clubs, local institutions, community-based organizations and digital platforms
- Encourages adolescents to innovate and implement solutions to challenges in their communities and countries
- Empowers girls and other marginalized adolescents to participate by overcoming exclusionary attitudes, behaviors and social norms

"Change needs to happen now if we are to avoid the worst consequences. The climate crisis is not just the weather. It means also lack of food and lack of water, places that are unlivable and refugees because of it. It is scary."

— Greta Thunberg, climate activist, at the United Nations Committee on the Rights of the Child



Greta Thunberg looks on at a fellow youth spokesperson at the UN General Assembly in September 2019.



Workers construct classrooms out of bricks made from recycled plastic in Abidjan, Côte d'Ivoire.

for every child: **Innovation**



NICEF partners with innovators in every sector to co-create new solutions for children and foster systemic change.

In 2019, UNICEF partnered with Conceptos Plásticos, a Colombian social enterprise that is helping to clean up the widespread plastic waste problem in Côte D'Ivoire (which is a major cause of disease in young children) and turn that plastic into bricks. These bricks then go to building classrooms that are desperately needed across the country.

"For the first time, kindergartners from poor neighborhoods will be able to attend classrooms with less than 100 other students," said Dr. Aboubacar Kampo, a UNICEF representative.

By 2021, UNICEF aims to build a minimum of 500 classrooms, which will benefit more than 25,000 children.

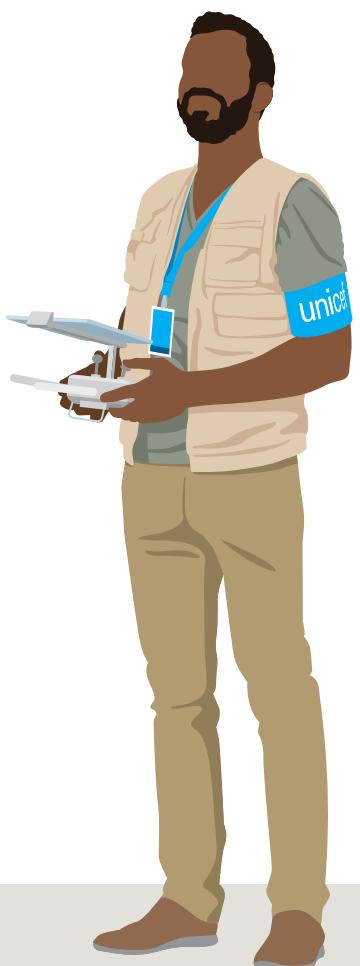


"Transforming plastic waste into construction bricks has a potential to turn a waste management challenge into an opportunity by addressing the right to access education with the construction of schools, empowering these communities and cleaning the environment," said UNICEF Innovation specialist Norman Muhwezi.

In addition, UNICEF will hire women in the community to collect the plastic waste — which will put money in local pockets and help promote gender equity.

"We partnered with UNICEF on this project because we want our business model to have a social impact," explained Isabel Cristina Gamez, co-founder and CEO of Conceptos Plásticos. "By turning plastic pollution into an opportunity, we want to help lift women out of poverty and leave a better world for children."

UNICEF partners with governments, tech companies, startups and academia to tackle children's biggest challenges.



How UNICEF drives innovation

- Identifies, tests and scales creative solutions to meet the needs of the most vulnerable children through the Office of Innovation
- Makes life-saving and life-improving information available for free, even on low-end devices, through the Internet of Good Things
- Works with partners like Google and Facebook to shape tech platforms to be beneficial for children (and not amplify patterns of exclusion)
- Helps more than 90 countries scale up innovative solutions for children



unicef in action Bangladesh



Since 2015, Bangladesh has accepted 1.1 million Rohingya refugees fleeing violence and persecution in Myanmar, which has caused an urgent and escalating humanitarian crisis in the country. As a result, UNICEF has scaled up its support to ensure children and their families receive the resources and care they need. It also continues to fight violations of women and children's civil rights. Below are some highlights of UNICEF and partners' accomplishments in Bangladesh in 2018.

Child Protection

- 160,000+ Rohingya child refugees were provided mental health and psychosocial support
- 42,224 people were given access to gender-based violence services like safe spaces and medical referrals

Education

- Over the course of five years, 35,777 adolescents (56 percent girls) were given access to informal apprenticeships and training. Two years after completing the training, 77 percent of the girls continued to work.
- In partnership with the Bangladeshi NGO BRAC, vocational training was provided to adolescents in the towns closest to the Rohingya refugee camps

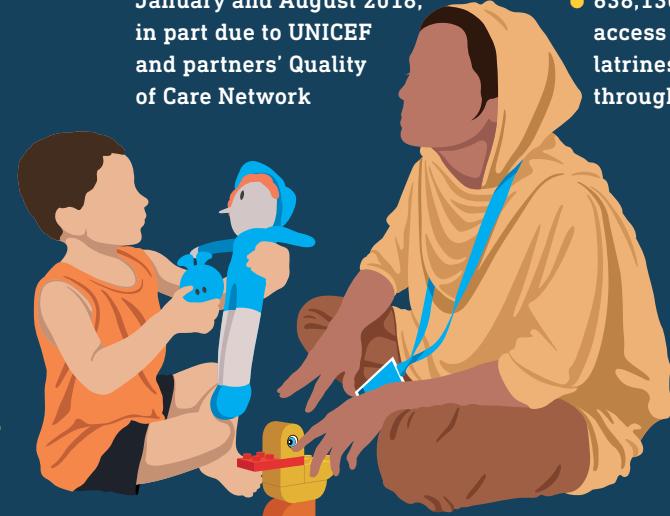
Last year in Bangladesh,
160,000+ child refugees were provided mental health and psychosocial support.

Emergencies

- 147,558 children in emergency zones were enrolled in non-formal education and received school supplies
- In preparation for monsoon season, supplies were prepositioned and hygiene promotion activities were intensified across the Rohingya camps

Health

- 53,337 newborns were given the pentavalent vaccine to protect them against a range of life-threatening diseases
- The child mortality rate declined from 11.9 percent to 4.8 percent between January and August 2018, in part due to UNICEF and partners' Quality of Care Network

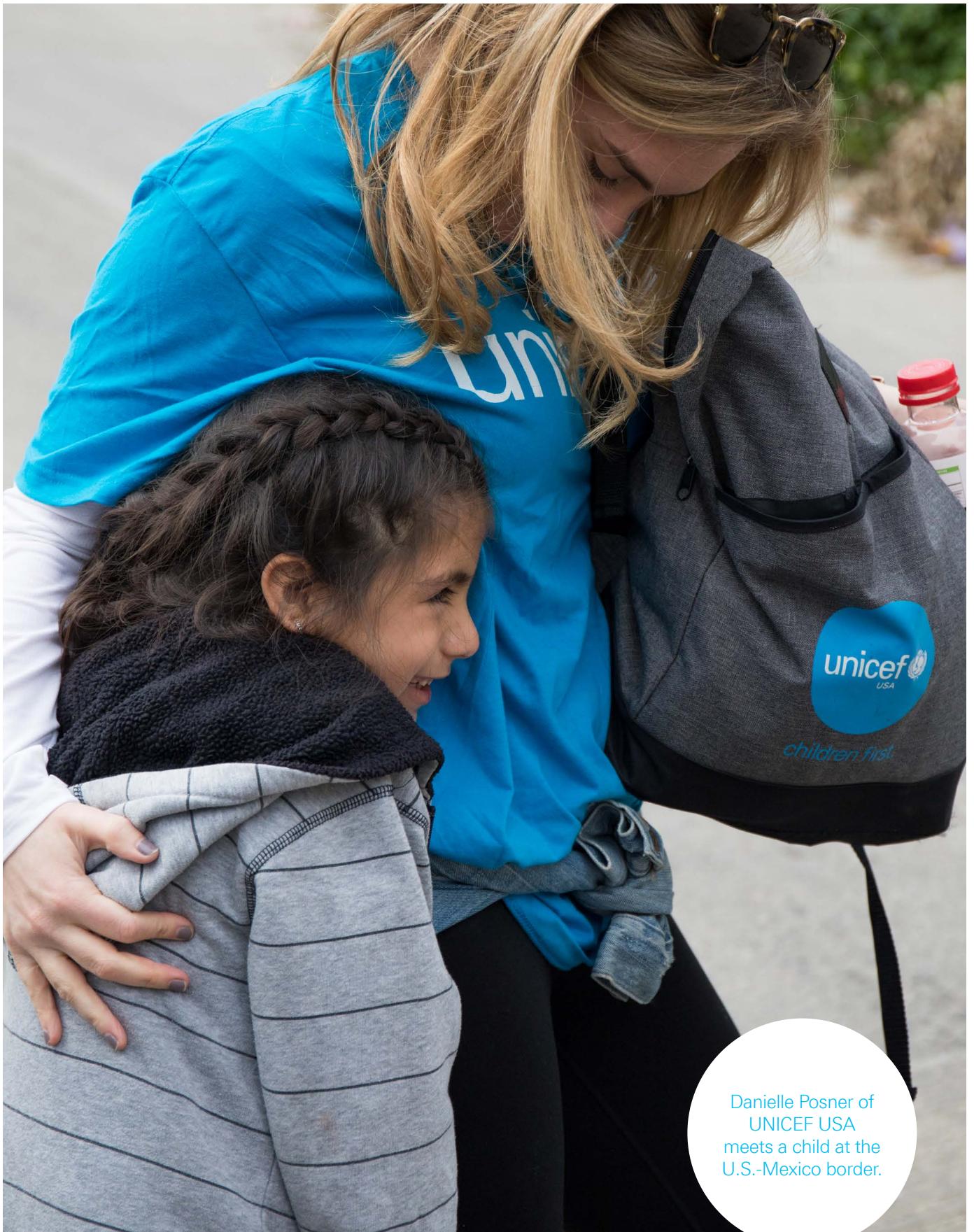


Nutrition

- UNICEF helped launch a new nutrition data visualization platform and ensured that 88,000 healthcare providers received nutrition training
- Mothers@Work (a UNICEF and International Labor Organization partnership) improved conditions at 80 garment factories, reaching 150,000 working mothers and 7,500 infants

WASH

- 334,650 people in Rohingya refugee camps and host communities received continued access to safe water through UNICEF
- 638,130 people received access to culturally appropriate latrines and washing facilities through UNICEF



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Unite for every child

Since our founding in 1947, UNICEF USA has acted as a champion for children. UNICEF UNITE is our grassroots initiative to inspire Americans to advocate for children, at home and abroad. Here are some highlights of our advocacy and work within the United States during Fiscal Year 2019.

Advocacy Day on Capitol Hill

- On March 16-19, 400 UNICEF supporters from 40 different states and Washington, D.C. gathered in the nation's capital to urge elected officials to support the U.S. voluntary contribution to UNICEF and help end violence against children around the globe
- 250 Congressional meetings were held, which was an 18 percent increase from the prior fiscal year and an organizational record
- Nearly 3,000 other supporters joined advocates electronically by sending 8,824 messages to elected officials. For the first time, our advocacy campaign targeted U.S. mayors

Migrant and refugee children in the U.S.

- UNICEF USA is proud to have launched its first-ever programmatic support for children from Latin America seeking asylum in the U.S.

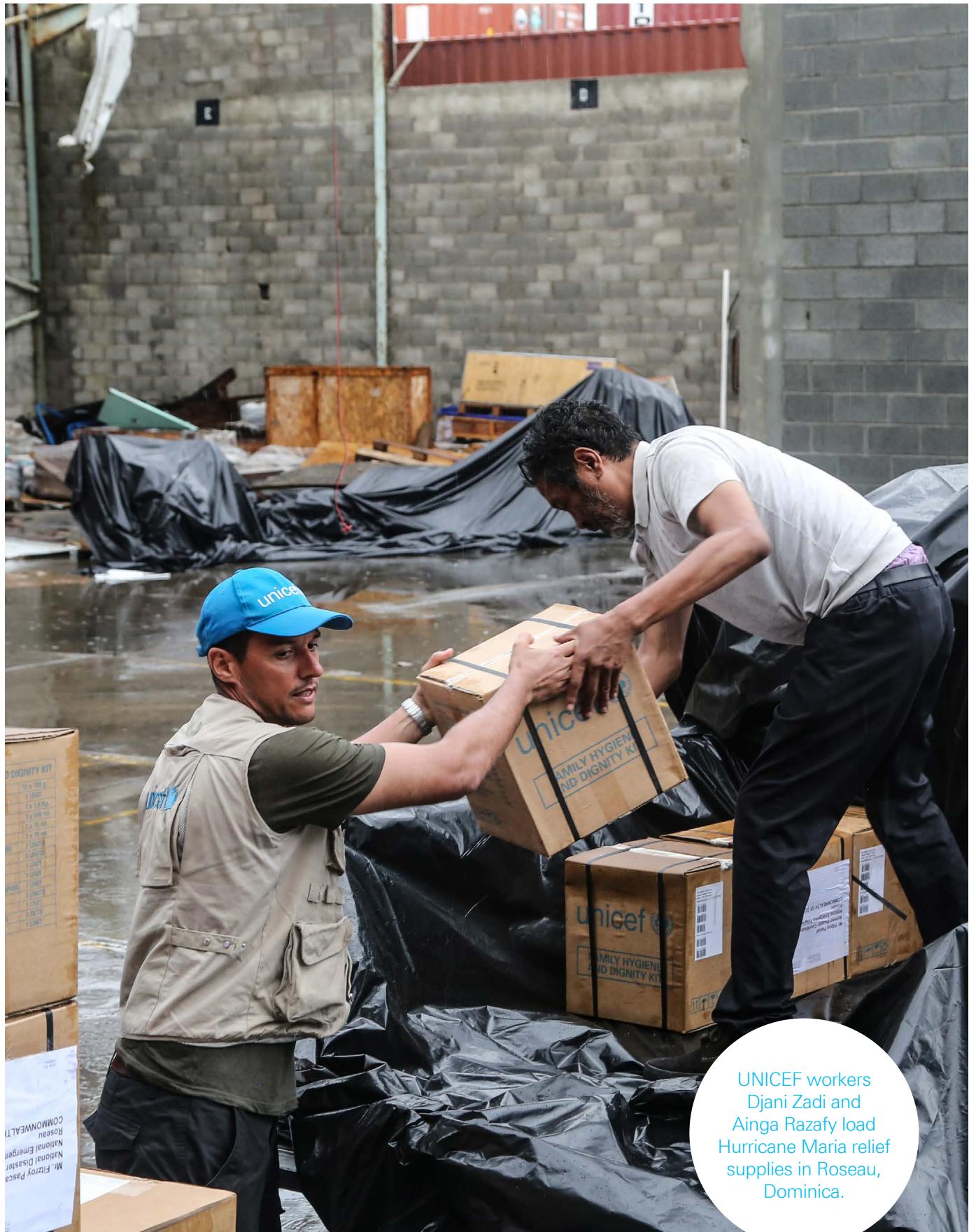
"Witnessing the living conditions for children at the U.S.-Mexico border turns a complex issue into something really simple. A child should not be defined as a refugee or a migrant. She is a child."

— Danielle Posner, UNICEF USA

Support includes making grants to fund respite centers, advocating for children's best interests with regard to immigration laws and policies, and launching a pilot program to care for pregnant asylum-seekers in the U.S.

UNICEF USA also joined two amicus court briefs for the first time in the organization's history. The first brief opposed the indefinite detention of migrant children and advocated for more investment in addressing the root causes of migration in Central America (such as violence). The second urged continued institutional support for Dreamers — approximately 800,000 children and young adults who were brought to the U.S. under the age of 16 — and offering them a path to residency.

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UNICEF workers
Djani Zadi and
Ainga Razafy load
Hurricane Maria relief
supplies in Roseau,
Dominica.

Our impact for every child

Because every child deserves a fair chance in life, UNICEF aspires to be “first-in-class” when it comes to organizational impact, accountability and transparency.

Our impact

Each year, UNICEF works to make a significant impact on children worldwide. In 2018, that work was never more urgent. Along with partners, UNICEF:

- Responded to 285 new and ongoing humanitarian emergencies — from conflicts to natural disasters — in 90 countries
- Cared for 27 million babies born in health facilities in countries with high mortality rates for mothers and newborns
- Treated 4 million children in 73 countries for severe acute malnutrition — 82 percent of whom fully recovered
- Provided 65.5 million children with three doses of the pentavalent (five-in-one) vaccine, which targets hepatitis B, diphtheria, tetanus, pertussis (whooping cough) and HiB, a bacterium that causes meningitis, pneumonia and ear infections

- Reached 6.9 million children suffering during emergencies with basic education services

- Helped provide 18.6 million people (including children) with safe drinking water

- Worked in 154 countries to prevent and respond to violence against children

Tracking progress

In 2015, 193 countries and the United Nations established 17 Sustainable Development Goals (SDGs) to create a better world by 2030. Among many other key objectives, the SDGs aim to end poverty and malnutrition, fight inequality and enhance health and well-being.

UNICEF is the custodian or co-custodian of 17 child-related SDG indicators. This means that, every year, UNICEF must produce and publish a report measuring the world’s progress on the goals that affect children.

continued on next page

“In this storm, I had no room for failure.”

— Djani Zadi, UNICEF Supply Chain Specialist





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In addition to these reports, UNICEF produces its own globally recognized reports and research, which track children's health, nutritional status, educational outcomes and safety, among other key indicators. UNICEF produces these reports in part because it strives to be one of the most publicly accountable organizations in the world.

You can read UNICEF's reports and publications at <http://bit.ly/UNICEFReports>.

Transparency

In 2012, UNICEF joined the International Aid Transparency Initiative (IATI) which is a global multi-stakeholder project that

requires organizations to publicly disclose aid-spending and make it easier for all stakeholders (governments, aid organizations, donors, staff, beneficiaries and the public) to find, use and compare standardized funding data.

In order to communicate with the public about how and where it uses resources to achieve results for children, UNICEF provides a transparency website at <http://bit.ly/UNICEFtransparency>.

This website provides data about activities taking place in 128 UNICEF offices around the world and allows users to intuitively search, filter, group and generate information by attributes such as program area, funding source and geographic location.

In addition to joining the IATI, UNICEF has established an information disclosure policy that outlines its commitment to providing key information about its programs and operations to the public.

UNICEF USA Bridge Fund: accelerating help

In 2011, UNICEF USA created an innovative social impact investing initiative to support UNICEF. Called the UNICEF USA Bridge Fund, it offers donors and social impact investors a unique opportunity to help save children's lives and build their futures.

Speed matters — especially when protecting the world's most vulnerable children from urgent threats. That's why the Bridge Fund helps UNICEF act quickly, when rapid assistance may mean the difference between life and death.

Via a revolving pool of capital, the Bridge Fund can accelerate cash to UNICEF before committed funding from donors and governments arrives. For example, it can speed the deployment of anti-malaria supplies before mosquitoes breed or pre-position response kits in advance of an oncoming hurricane. It can also boost UNICEF's purchasing power and foster cost-savings.

As of Fiscal Year 2019, the Bridge Fund has provided \$283 million in bridge financing to UNICEF, helping more than 600 million children around the world.



Financials



UNICEF USA is committed to the principles of the Sarbanes-Oxley Act, as it applies to not-for-profit corporations, and to using strong internal controls and reporting methods that emphasize documentation, implementation, review and approval. 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 34–35 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 as well as on our website.

At the direction of the Audit Committee of our Board of Directors, 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. 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.

We believe our internal controls provide a reasonable assurance that our financial reports and statements are reliable and that they comply with generally accepted accounting principles.

The signature of Brett D. Robinson, written in black ink.

Brett D. Robinson
Chief Financial and Administrative Officer

Consolidated Statement of Activities

Public support and revenue	Fiscal Year 2019	Fiscal Year 2018
Public support		
CONTRIBUTIONS		
Corporate	\$29,685,820	\$35,685,484
Major gifts	35,262,300	43,734,203
Foundations	146,231,985	162,813,951
Non-governmental organizations (NGOs)	93,629,897	96,804,356
Direct marketing	44,384,423	47,975,080
Trick-or-Treat program	1,423,282	1,912,099
Internet	23,899,942	30,086,482
Other	28,625,300	32,371,518
GIFTS-IN-KIND		
SPECIAL EVENTS INCOME, NET OF EXPENSES	140,566,704	118,428,510
BEQUESTS AND LEGACIES	7,961,951	8,154,054
Total public support	\$561,690,726	\$592,583,382
Revenue		
GREETING CARDS REVENUE	2,097,458	2,986,331
INVESTMENT RETURN	4,024,170	2,240,488
CHANGE IN VALUE OF SPLIT-INTEREST AGREEMENTS	(237,617)	(159,668)
Total revenue	\$5,884,011	\$5,067,151
Total public support and revenue	\$567,574,737	\$597,650,533
Expenses		
Program services	Fiscal Year 2019	Fiscal Year 2018
GRANTS TO UNICEF AND OTHER NGOs	\$465,590,090	\$490,259,467
PUBLIC INFORMATION, EDUCATION, AND PROGRAM SERVICES	15,652,606	20,656,518
ADVOCACY	2,081,070	2,487,355
Total program services	\$483,323,766	88%
Supporting services		
MANAGEMENT AND GENERAL	20,755,419	18,874,460
FUND-RAISING EXPENSES	44,115,938	45,540,141
Total supporting services	\$64,871,357	12%
Total expenses	\$548,195,123	100%
Change in net assets		
Net assets at beginning of year	\$19,379,614	\$19,832,592
Net assets at end of year	\$143,522,628	\$123,690,036
Net assets at end of year	\$162,902,242	\$143,522,628

Note 1
Through its Office of Public Policy and Advocacy in Washington, D.C., UNICEF USA acts as an advocate for the well-being of the world's children. One of the specific functions of the Public Policy Office is to advise both the administration and Congress about the importance of the 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 \$132.5 million to UNICEF in 2019. This funding is provided directly by the U.S. Government to UNICEF and is not reflected as revenue in UNICEF USA's Summary of Financial Highlights. Related expenses, however, are included in UNICEF USA's total program services.

Note 2
UNICEF USA has total net assets of \$162.9 million that consist of:
Without donor restrictions \$67,789,821
With donor restrictions \$95,112,421
Total net assets \$162,902,242

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

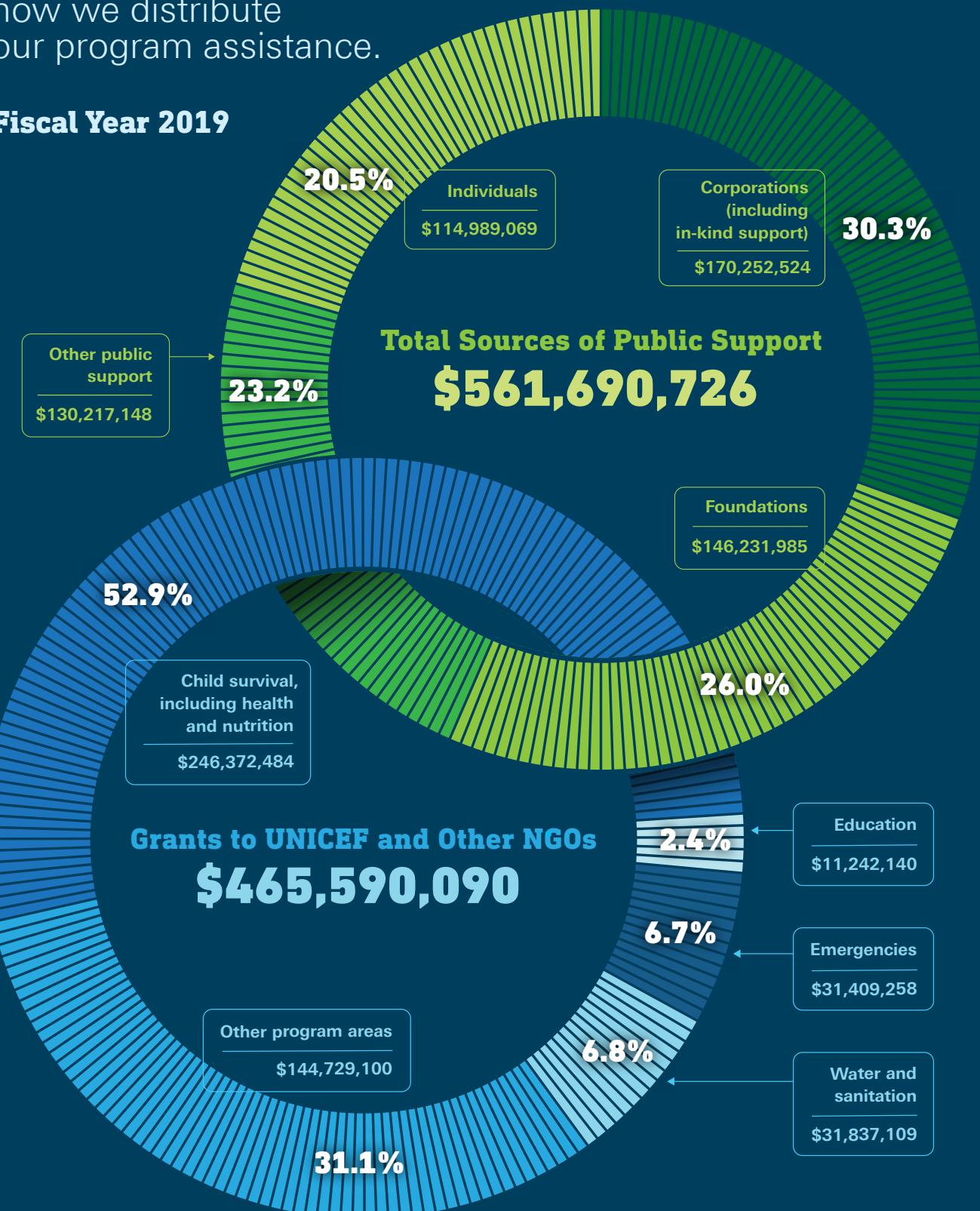
With Donor Restrictions — Net assets that are subject to donor-imposed stipulations that will be met either by the actions of UNICEF USA and/or by the passage of time. Such net assets may also be subject to donor-imposed restrictions that stipulate that they be maintained permanently by UNICEF USA but

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

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

Fiscal Year 2019





UNICEF Team Member Lisa Deters plays with a child who was evacuated after Hurricane Dorian in Nassau, Bahamas.

Because every donor deserves a charity that is honest and accountable, UNICEF USA maximizes the impact of your gifts to help UNICEF save children's lives and build their futures.

As a result, the organization has been recognized for its efficiency across a variety of metrics.

Our Financial Efficiency

Independent charity "watchdogs" use the concept of program ratio to measure a charity's financial efficiency. The program ratio is the percentage of a charity's total expenses spent on helping its beneficiaries in relation to that allocated toward overhead and fundraising.

UNICEF USA's program expense ratio of 88.9 percent — verified by our independent auditors — means we are a highly efficient charity. Just 2.9 percent of our revenue is spent on administration and 8 percent on fundraising. This means that, out of every dollar spent, 88.9 cents go directly toward helping children.

Independent Monitors Recognize UNICEF USA

Charity Navigator — the nation's largest non-profit evaluator, with assessments of more than 9,000 charities — has awarded four stars to UNICEF USA, the highest possible rating for accountability and transparency.



GlobalGiving — the largest global crowdfunding community — has awarded "Superstar" status to UNICEF USA for demonstrating the highest level of engagement and/or effectiveness over the past year. Only the top 26 percent of organizations receive this status.



Our Track Record of Success

UNICEF USA has been working to support UNICEF and advocate for the rights and well-being of every child around the world for more than 72 years.

Since our founding in 1947, UNICEF USA has provided UNICEF and other NGOs with over \$8.2 billion in cash and gifts-in-kind for children, including an almost \$568 million donation in Fiscal Year 2019.

Learn More

Because donors deserve easy access to information about us, UNICEF USA makes it easy to learn more about our finances and public filings.

You can find our annual reports, audited financial statements and annual IRS Form 990s on our website here: <http://bit.ly/unicefusafinances>.

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The Legacy Circle honors supporters who are investing in the future survival and development of children around the world by naming UNICEF USA in their estate plans. Legacy gifts include bequests from wills and trusts, beneficiary designations, and charitable gift annuities. As of July 1, 2019, 1,364 members of the Legacy Circle have informed us of their estate plans. We applaud their foresight and leadership in making future generations of children a priority.

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Atlanta

Global Philanthropist Award recipients Steve and Margaret Eaton attend the 5th Annual **UNICEF Gala Atlanta**.



Houston

Margaret Alkek Williams and Honoree Susan Boggio at the region's 6th Annual **UNICEF Gala Houston**.



Boston

UNICEF Children's Champion Award recipient Bryan Rafanelli at the 15th Annual **UNICEF Gala Boston**.



Chicago

Co-chairs Sean and Hilary Scott at the 12th Annual **UNICEF Gala Chicago**.

Los Angeles

Danielle Simmons, Matthew Herman, Brittany Letto, and Romi Mouillon attend the 6th Annual **UNICEF Masquerade Ball** in Los Angeles.



Dallas

Jim and Jill Cochran pose after receiving the UNICEF Children First Award at the 2nd Annual **UNICEF Gala Dallas**.



New York

(above) Honorees Sir Ringo Starr and Desiree Gruber with Kyle MacLachlan attend the 14th Annual **UNICEF Snowflake Ball** in New York City.



San Francisco

Elena Marimo Berk and Susanne Caballero attend the 2nd Annual **UNICEF Gala San Francisco**.

(inside left) Honoree Ed Lloyd at the 7th Annual **UNICEF Golf Classic** in West Nyack, NY.

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