

Executive Board of the United Nations Children's Fund

Report on the first, second and third regular sessions
and annual session of 1995

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NOTE

Symbols of United Nations documents are composed of capital letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Part one

FIRST REGULAR SESSION OF 1995

Held at United Nations Headquarters from 1 to 3 and 6 February 1995

I. ORGANIZATION OF THE SESSION

A. Tribute to James P. Grant

1. The President opened the session by asking for a moment of silence in memory of James P. Grant, the former Executive Director of UNICEF, who had died of cancer on 28 January at the age of 72. Mr. Grant had served as Executive Director, with the rank of Under-Secretary-General, for 15 years until his resignation, because of ill health, on 23 January 1995.
2. Quoting a statement issued by the Secretary-General following Mr. Grant's death, the President said that "there are hundreds of millions of children in the developing world who may never know the name of James P. Grant, but whose survival, health, growth and education have benefited, practically and measurably, from his extraordinary efforts on their behalf". The President went on to say that the reach and impact of Mr. Grant's leadership were immeasurable, adding that "through his commitment, vision and dedication, the world was made aware of both 'silent' and 'loud' emergencies as UNICEF, dedicated to the survival, protection and development of children and women, responded".
3. Representatives of more than 40 delegations and United Nations agencies paid tribute to Mr. Grant for his passion, vision, leadership and enormous dedication to the cause of children and women. Many conveyed personal messages of condolence from their heads of State or Government to Mr. Grant's family and to the larger UNICEF family. Many speakers cited the World Summit for Children as his greatest success, and many recognized his role in the drafting and ratification of the Convention on the Rights of the Child. The respect and support accorded UNICEF, it was said, were attributable to the force of his personality. His vision and ideas had an enormous impact on domestic policies in both developing and industrialized countries, according to many of the speakers.
4. The Acting Executive Director said "Jim's greatest wish was that the ship of UNICEF continue to move full steam ahead". Mr. Grant's death, he said, "was the beginning of new challenges for all of us, to ensure that UNICEF maintains its momentum, strength and commitment".

B. Opening of the session

5. The President announced that the Secretary-General had designated Dr. Richard Jolly, Deputy Executive Director, Programmes, as Acting Executive Director until the appointment of a new Executive Director. He had met with the Secretary-General to discuss the process of consultation on the appointment and said that the Secretary-General wanted to ensure a thorough consultation process with all members of the Executive Board.
6. On behalf of the Executive Board, the President expressed his condolences to the Government and people of Japan in the wake of the devastating earthquake that had recently struck the city of Kobe, leaving some 5,000 dead, more than 25,000 injured and some 300,000 people homeless. The representative of Japan replied that his Government very much appreciated the many expressions of sympathy and the relief assistance that had been offered from countries around the world.
7. The President said that his election was a tribute to his country, and that Lebanon was very proud to be the first country from the Arab region to occupy that position. Lebanon was on track to achieve the mid-decade goals and had almost achieved them. The Government's national programme of action (NPA) was being implemented at an accelerated pace. He urged all Governments to demonstrate their commitment to children and to UNICEF by supporting the organization's efforts. (See E/ICEF/1995/CRP.7 for the full text of his remarks.)

8. The Acting Executive Director announced that Mr. Kul Gautam, Director of the Programme Division, would also serve as Acting Deputy Executive Director, Programmes.

9. The Acting Executive Director said that there were two major priorities for UNICEF in 1995: continuing strong support for country programmes, with particular focus on achieving the mid-decade goals in as many countries as possible; and strengthening management, accountability, cost-effectiveness and transparency in UNICEF, using the recently completed management study as a guide and spur to action. He added that achieving the 1995 targets would pave the way towards meeting the broader goals for the year 2000, and expressed the hope that all Governments could unite to carry forward that agenda of practical and specific actions. (See E/ICEF/1995/CRP.8/Rev.1 for the full text of his remarks.)

C. Election of officers

10. The officers of the Executive Board for the period 1 January-31 December 1995 were elected as follows:

President: H.E. Ambassador Khalil MAKKAWI (Lebanon)

Vice-Presidents: Mr. Petru DUMITRIU (Romania)
Mrs. Irma E. KLEIN-LOEMBAN TOBING (Suriname)
Mr. Lennarth HJELMAKER (Sweden)
Mme Awa OUEDRAOGO (Burkina Faso)

D. Adoption of the agenda

11. The agenda of the session, as contained in document E/ICEF/1995/2 and Corr.1, was adopted. The agenda contained the following items:

- Item 1: Opening of the session: remarks by the President and the Executive Director
- Item 2: Adoption of the provisional agenda
- Item 3: Management review of UNICEF
- Item 4: Follow-up to the multi-donor evaluation of UNICEF
- Item 5: Emergency operations
- Item 6: Improving the consideration and approval process of country programme recommendations (CPRs)
- Item 7: Follow-up on conference facilities at the premises of UNICEF headquarters
- Item 8: Mechanisms for the review and implementation of future recommendations of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (JCHP) and the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education (JCE)
- Item 9: Annual reports to the Economic and Social Council
- Item 10: Report on the identification of a location for the establishment of "a regional presence" in Central and Eastern Europe, the Commonwealth of Independent States (CIS) and the Baltic States
- Item 11: Coordination of UNICEF activities concerning HIV/AIDS

- Item 12: Election of Executive Board representatives to UNESCO/UNICEF JCE for the biennium 1995-1996
- Item 13: 1995 UNICEF Maurice Pate Award
- Item 14: Adoption of decisions
- Item 15: Other business
- Item 16: Concluding statements by the Executive Director and the President

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Management review of UNICEF

12. The Executive Board had before it the executive summary of the management review of UNICEF conducted by the firm of Booz•Allen and Hamilton (E/ICEF/1995/AB/L.1). The President informed delegations that in addition, all Executive Board members and interested observer delegations had received copies of the full study in English. The report had been submitted to the Advisory Committee on Administrative and Budgetary Questions, which would report back to the Executive Board later in the year.

13. The Acting Executive Director said that no decisions would be taken until the Executive Board had given its comments on the study. The secretariat's first reactions were strongly and broadly positive. There were some factual inaccuracies presented, but overall the report and its recommendations would benefit UNICEF and challenge management to do its job better. The secretariat was committed to making the review and implementation of the study a participatory process. To date, there had been an internal review, first at headquarters and then with the regional directors. Copies of the study had been distributed to the Global Staff Association (GSA) and to all field offices. Following the present session, the regional directors and the executive staff would conduct an in-depth study of the review to develop a comprehensive, strategic implementation plan. An implementation task force would be created, headed by one of the current regional directors. Mr. Jay Berry, who had coordinated the preparation of the report for Booz•Allen and Hamilton, had agreed to serve as adviser during 1995. Both management and staff would devote a major amount of time to this process. In addition, the Executive Board might wish to establish an open-ended working group composed of representatives of the secretariat and the Board.

14. One decision that already had been taken, he said, was to link the review and presentation of programme budgets of country offices with their administrative and programme support budgets, beginning in 1996. This would increase transparency and safeguard country programmes throughout their five-year cycles.

15. Mr. Berry introduced the management review and made a slide presentation. More than 1,000 people had participated in the project, in addition to the members of the Executive Board's open-ended working group on follow-up to the multi-donor evaluation, the "Delphi Panel" group of experts and the specialized workshops convened as part of the review. The review contained more than 80 recommendations, which proposed some 150 specific actions.

16. The recommendations covered the following areas:

(a) Leadership and structure, including the establishment of a post of Associate Executive Director and a Field Management Group, as well as new reporting relationships for human resources, Greeting Card and related Operations (GCO) and Supply Division, and changes in the regional offices;

(b) A review of the UNICEF emergency mission, information resources management (IRM), programme priorities and the need for greater priority to the relationship with National Committees for UNICEF;

(c) Processes in a number of areas, including a massive priority to human resources; the need for new harmony in planning for global goals and their relationship to country programmes; a logistic redesign of supply operations and accounting, marketing and customer service in GCO and Supply Division; the cost-effectiveness of information activities in the Division of Information; and governance issues.

17. There was a need for prioritization, he said, because the sheer number of recommendations could result in some confusion. It was important, he added,

that the Board understand the challenge of implementing change in large complex organizations. The process should not be simplified because this would be a significant disruption of past behaviour. At a moment when UNICEF had lost a charismatic leader and staff were on the verge of great change, there was a need for discipline, sensitivity and timing. Success would mean that all intended performance improvements would take place, be implemented on time and according to budget. The costs of failure would be tremendous: time, resources and money would be lost; improvements would not be realized; organizational performance would suffer; and there would be a new wave of cynicism among already depressed staff. Therefore, the process of change would have to be managed well the first time around. UNICEF should continue to focus on its goals during the change process.

18. Delegations were nearly unanimous in complementing both Mr. Berry and Booz•Allen and Hamilton for the quality and extensiveness of the management review. Many speakers also expressed appreciation to the secretariat for its cooperation with the consultants, its open-mindedness towards the study and for the opening remarks made by the Acting Executive Director. Delegations agreed with Mr. Berry that UNICEF needed to focus on its mission during the period of implementation, and not exclusively on change. Many delegations agreed that UNICEF had been enormously successful to date and should retain its unique identity and mission within the United Nations system. It was said that the challenge during the process would be to preserve and develop what was best in UNICEF, including its staff. Several delegations suggested that implementation of the management review be linked to follow-up activities to the multi-donor evaluation and to other reforms of the United Nations, including discussions about financing of operational activities for development.

19. Most delegations said that at the present session, the Executive Board should focus not on the substance of the recommendations, but on formulating a process and strategy for implementation. One speaker said that the review was not a blueprint for action. Proposals and a time-frame for implementation were needed, and UNICEF management should have the primary responsibility for carrying them out. It was suggested that the secretariat begin by providing recommendations on how it would proceed, classifying recommendations as to those which could be implemented by the secretariat without Board approval, those which would require further study and those which would require approval by the Board. Other delegations suggested that the Board and secretariat differentiate between recommendations with implications for the next biennial budget and those that could be followed up at later date. One speaker stressed that while the Board and secretariat should avoid acting hastily, they should reach agreement and implement the necessary recommendations with all due speed, also taking into account when the new Executive Director might be appointed.

20. One speaker said that her Government's development agency had completed a painful and difficult reorganization during the past five years. The lessons learned could be useful to UNICEF. It was important to assign a senior person to manage the process, who must be an excellent manager, be trusted by others and be able to begin work as soon as possible. Senior management would have to be consistently and continuously behind the process. There must be transparency, both within and outside the organization, as well as bottom-up participation, perhaps through workshops or focus groups. Because there would be no second chance, the organization must press forward as fast as possible, pushing limits. The Acting Executive Director said that one of the regional directors had been appointed to manage the process.

21. Many speakers agreed with the recommendation that UNICEF prepare an updated mission statement, and that a mission statement on emergency operations be prepared as well. One delegation said that the Convention on the Rights of the Child should be the framework for UNICEF action, but the management study was not clear on that point. The speaker suggested using a speech made by the former Executive Director to the Third Committee as a reference. Another delegation said that the dual mission of UNICEF, as a global advocate and caring local agency, must be maintained. With regard to emergency operations, one delegation said that UNICEF needed to improve cooperation with other United

Nations agencies, especially given the limited resources available to UNICEF. One speaker said that the review took for granted certain attitudes, including the projected downward trend in funding. It was necessary to consider the perspective of recipient as well as donor countries.

22. One delegation expressed concern that the new organizational structure proposed by the review seemed to be top heavy. Some of the recommendations leaned too much in that direction, although the organization needed to be trimmed at headquarters.

23. One delegation said it was critical that UNICEF reforms be in line with those put forward for the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the World Food Programme (WFP) and other agencies. For example, at its third regular session of 1994, the Executive Board had discussed using budget formats similar to those of other agencies; the secretariat should work in the Administrative Committee on Coordination and with other agencies to ensure that UNICEF proposals were in line with those of other bodies.

24. A large number of speakers expressed concern about the review's conclusions on the low state of staff morale and the need for improvements in human resources development. Delegations also said that priority should be given to IRM and financial accountability. A number of speakers said that it was extremely important to improve accountability and transparency at all levels. The importance of transparency and reform of financial practices was stressed by several speakers. The secretariat agreed with the need for priority action on human resources, and indeed, in 1994, had begun to address that area. More work needed to be done on financial systems and IRM, probably with external help.

25. One speaker said that more work was needed on the aspects of the report which had cost and/or procedural implications. The Board would need to know what were the potential costs or savings, as well as what barriers to reform existed in the United Nations system. Although the secretariat would have to supply accurate information so the Board could make decisions, the review said that the secretariat did not know how much its activities cost. This was a fundamental priority for the Board and the secretariat, and was at the very heart of transparency and accountability.

26. The secretariat replied that UNICEF already had begun to examine the links between the administrative and programme support budgets of country offices and the country programme budgets. The secretariat would like to review all countries with funding recommendations coming to the Executive Board in 1996 and include in each a budget containing all programme support and administrative costs for the period of the country programme. This process would take a few years to complete and would have to be refined, but to date the response from field offices had been enthusiastic.

27. Concerning the proposals for GCO and private sector fund-raising, several delegations, in addition to the representative of the Standing Group of National Committees for UNICEF, said that the Committees must be involved in such discussions. The representative of the Standing Group highlighted the importance of the National Committees in UNICEF fund-raising and advocacy, but said they were dismayed by their non-inclusion in the study. Mr. Berry said that the consultants had the highest respect for and appreciation of the role of the National Committees, and would press for clarification, transparency and accountability in their relationship to UNICEF.

28. Several speakers stressed the importance of field operations. Many delegations agreed that while global goals were important, they must take into account national circumstances. Speakers stressed the need for flexibility in setting global targets. Other speakers said that it was important that UNICEF representatives and regional directors be given more authority and freedom of action, and that a correct balance be found between headquarters and field offices. Such actions would eliminate much red tape and inefficiency. There was a need for a clearer delineation between the work of the regional offices

and of the Programme Division's geographic desks at headquarters, with more decentralization to the field. Concerning the proposal to establish a field management group, one speaker asked if there had been a similar grouping in the past which had been abolished.

29. The secretariat replied that the current proposal on the field structure was much more complex than what had existed in the past. Previously, Programme Division had been divided into two sections, one for Field Services and one for Programme Development and Planning. That arrangement had been changed because of inadequate coordination between the two sections, although the Executive Board had questioned whether Programme Division should be as large as it was. Mr. Berry added that delegations were correct to pose questions about a top-heavy structure. However, one of the most urgent calls from the Executive Board was for a thoughtful application of the rules of accountability, and for years no one had been accountable for the field offices. The Executive Director had been seen as the immediate supervisor of all representatives and regional directors, but this had not been possible in practical terms. The proposed field management group would combine regional and country offices with supply and emergency operations so that one individual could assume accountability for them. As for cost-effectiveness, the implicit savings would compensate for changes in staffing.

30. One delegation said that the review did not provide any in-depth information on field-level programme activities and also lacked focus on issues related to the cost-effectiveness of programmes. The review did not address cost-outcome issues, programme planning or resource allocation.

31. One speaker said that in line with the study's finding that the International Child Development Centre was an underexploited resource, UNICEF should clarify the Centre's mission and objectives. The same delegation said that the recommendations on the external relations functions were important given the high level of public trust enjoyed by UNICEF. The review overemphasized information activities and neglected advocacy.

32. Several speakers agreed with the review's conclusions about the need to improve UNICEF coordination and collaboration with other agencies and, particularly, with non-governmental organizations (NGOs). Collaboration with NGOs, especially at the field level, was cited as necessary for increasing coverage and sustainability of activities. One delegation said that UNICEF should develop systems to work with NGOs not only in advocacy but also in programme implementation, especially concerning the protection of vulnerable children. NGOs should be critical partners in the elaboration of the new mission statement. A representative of the NGO Committee on UNICEF said that the NGOs in consultative status with UNICEF concurred strongly with the study's recommendations on NGOs. The NGO Committee would be willing to work with the Board and secretariat to help establish the modalities for NGO involvement with UNICEF.

33. Several speakers addressed the relationship between the secretariat and the Executive Board, with some stressing that the Board should not try to micromanage the secretariat during the implementation process. Rather, the Board should focus on policy guidance. One delegation said that the relationship between the secretariat and the Board should be improved and that there should be greater transparency between the two. It also was suggested that the Board itself undertake some introspection.

34. Some speakers suggested that the secretariat should formulate proposals on how to implement the study and that the Executive Board should establish an open-ended working group to assist in this process. One delegation said that any committee established should have clear terms of reference and access to all necessary information. Other delegations said that while there should be close and regular consultation between the secretariat and the Board, informal exchanges of views might be more appropriate at present. One delegation stressed, however, that it must be the Executive Board that would hold any substantial dialogue and make final decisions. However, it was suggested that

in some areas the secretariat could move ahead and inform the Board of actions taken. Many delegations stressed the importance of full participation by staff, management and the Executive Board in the process. A number of delegations said that the secretariat should implement all micro-oriented recommendations itself, without Board involvement.

35. In response to several queries as to the composition of the Delphi Panel, and why it did not include representatives from certain regions, Mr. Berry said that experts and distinguished persons from all regions had been asked to participate. If the exercise were to be repeated in the future, as he had suggested, he hoped that there would be wider participation.

36. Addressing the Executive Board, the GSA President said that the study had done well in identifying staff concerns. It was the non-negotiable stance of GSA that staff had to be involved in determining the nature of the changes to be implemented. One of the major problems highlighted by the study was low staff morale. Morale had been diminished by the staff's perception of being alienated from decision-making processes, being asked to accept change rather than be a part of it and being governed by a management culture that circumvented rather than supported policies that had been put in place to ensure fairness. He added that implementation of the study must not detract from the basic work of UNICEF and that staff would support the Board in its decisions on the implementation process. (See E/ICEF/1995/CRP.13 for the full text of his remarks.)

37. See the annex, decision 1995/7 for the text of the decision adopted by the Executive Board.

Administrative and programme support budget for the period 1996-1997 in the context of implementation of the management review

38. The Deputy Executive Director, Operations, introduced a recommendation by the secretariat (E/ICEF/1995/AB/L.3 and Corr.1) that the preparation of the administrative and programme support budget and global funds budgets for the 1996-1997 biennium be suspended pending the outcome of Executive Board deliberations on implementation of the management review. She said that the 1994-1995 budgets would be used as baseline budgets for the next biennium, with no net additions or upgrading of posts, except for the new regional office for Central and Eastern Europe and Central Asia.

39. One delegation proposed amending the recommendation so that it would refer to the regional presence for "Central and Eastern Europe, CIS and the Baltic States", as specified by the Executive Board in decision 1994/R.2/9 (E/ICEF/1994/13/Rev.1). The Deputy Executive Director said that the secretariat would not object to the change in wording, with the understanding that it would remain the prerogative of the Executive Director to decide on the exact composition of the region.

40. The Executive Board decided to approve the amended recommendation, which specified that in preparing the proposed budget for the new regional office, the secretariat would take into account comments made by delegations during the present session. (See the annex, decision 1995/6 for the text of the decision adopted by the Executive Board.)

B. Follow-up to the multi-donor evaluation of UNICEF

41. The Executive Board had before it two reports prepared by the secretariat (E/ICEF/1995/6 and E/ICEF/1995/CRP.5), which were introduced by the Acting Deputy Executive Director, Programmes. He said that both documents should make clear that the findings and recommendations of the multi-donor evaluation were being fully internalized in the work of UNICEF.

42. One delegation said that the reports should have discussed the consequences of the evaluation for the work of UNICEF in terms of concrete examples of changes in activities. For example, what changes would be needed to ensure

capacity-building, what issues were reflected in the revision of the Policy and Procedures Manual, or what were the challenges reflected in ensuring the strategic mix called for in the evaluation? The strategy promised for inclusion in the next medium-term plan should provide a clear direction on the priorities accorded to the specific strategies related to needed change. This should be followed by an implementation plan, as well as a simplified budget covering all activities, with a structure related to that of the medium-term plan. The results must be reflected in progress reports from country programmes and perhaps in annual reports. All of these points illustrated the linkages between good strategic documents, good reports and evaluations, and well-chosen methods for Board interaction with management. Another speaker said that a general strategy document was essential for the Board to be an effective governing body focusing on major policy and strategic issues.

43. One delegation said that it still was important to make clear the strategic choices made at the country level on the mix of the four strategies highlighted by the evaluation. In addition, service delivery, as defined in the reports, must take place in the field so that it would lead to capacity-building. Another speaker said that there should be more specific analysis of the impact of programmes and that service delivery should be phased out in favour of capacity-building, except in poorer countries. It was suggested that the Convention on the Rights of the Child should be used as a framework to put more emphasis on capacity-building and empowerment to promote the well-being of children. Several speakers said that the evaluation's implications for staffing should be addressed, including how country office teams might be organized in future so as to be less sectoral. Other speakers said that while the main focus must be at the country level, global, regional, national and local implications also should be considered.

44. A number of delegations stressed the importance of the links between the multi-donor evaluation and the management study. However, one speaker said that because there was still more work to be done on follow-up to the evaluation, more attention should be paid to further elaboration of follow-up recommendations. Another delegation said that as part of both processes, there should be an important link with the preparation of country programmes.

45. The secretariat agreed with the importance of reflecting the mix and choice of strategies in the country programmes. This was reflected increasingly in the country programming process and in relevant programme documents. However, the CPRs presented to the Executive Board were by necessity abbreviated documents. More detailed discussions of the strategic choices made were found in such other documents as the master plan of operations. Regarding the appropriateness of service delivery as a strategy in higher-income countries, all four strategic elements continued to be relevant in all contexts, with differing emphases.

C. Emergency operations

46. The Executive Board had before it a report on emergency operations (E/ICEF/1995/5), which was introduced by the Acting Executive Director. He said that civil conflicts continued to intensify around the world, placing increasing demands on the international community and on UNICEF.

47. Many delegations focused on the management study recommendation that UNICEF develop a mission statement for its role in emergencies. Some speakers said that the mission statement should define the role of UNICEF in the context of the overall humanitarian system, based on the agreed strategy framework for collaboration with other agencies and building on the organization's strengths. One delegation said that UNICEF should not try to do everything itself and should work with NGOs and the private sector in some areas of activity. A number of speakers said that UNICEF should continue to focus its activities on children, on children's rights and on preserving its humanitarian mandate and flexibility. Other delegations said that UNICEF must develop the capacity to meet the special needs of unaccompanied children and child soldiers, and to focus on such related areas as psycho-social care and water supply and

sanitation. One delegation expressed appreciation for the unique ability of UNICEF to act quickly to address urgent needs.

48. The secretariat supported the call for the preparation of a mission statement and asked for an indication of when it should be prepared. The comparative advantage of UNICEF was its ability to operate rapidly and flexibly on behalf of children. The secretariat also emphasized the importance of advocacy in such areas as monitoring and improving the nutritional status of children. Urban water supply increasingly was posing problems for children, and UNICEF must know how to work in this area. UNICEF needed to increase its knowledge of and capacity to care for unaccompanied children as well as to improve links with partners working in this area. The country programming approach was a strength of UNICEF.

49. Several delegations said that the report was more descriptive than analytical and called for more analytical reports that emphasized objectives and output. One speaker said that UNICEF needed to develop a strategic framework to guide its emergency interventions vis-à-vis those of other agencies. UNICEF should avoid responding in an ad hoc manner and instead work to improve the overall United Nations response. The secretariat agreed to prepare a strategy paper on emergencies and said that each of the sectoral policy papers being presented to the Board in 1995 would contain a discussion of strategies applicable in different situations, including emergencies.

50. One delegation emphasized the importance of UNICEF cooperating with an ongoing evaluation of emergency operations in Rwanda and called for an evaluation of activities in Haiti. Other speakers requested a more systematic reporting system for emergency operations. One delegation said that evaluations should focus on strengths and shortfalls in emergency operations. The secretariat replied that the key strategies recommended by the evaluation had been incorporated into UNICEF emergency training programmes. UNICEF was participating in the Rwanda evaluation and had held extensive in-house evaluations and exercises on lessons learned in Rwanda.

51. On the issue of land-mines, one delegation asked for clarification of the role of UNICEF vis-à-vis that of the United Nations Department of Humanitarian Affairs (DHA), and another delegation recommended that UNICEF confine its role to advocacy. A speaker encouraged UNICEF to develop guidelines, analysis and evaluation of experiences for dealing with unaccompanied children. One delegation said that a clear policy on internally displaced persons was needed in the context of an overall framework agreed to by the DHA Inter-Agency Task Force. Delegations disagreed as to whether UNICEF had a comparative advantage and role to play in helping internally displaced persons.

52. A number of delegations stressed the importance of continued efforts by UNICEF to support DHA and to improve coordination and collaboration as called for by the General Assembly, and of UNICEF acting within an overall United Nations framework. One delegation said that UNICEF should take the lead in setting priorities. One speaker supported the expansion of existing agreements between agencies and with NGOs and countries so that responses were not delayed by such discussions during emergencies. Some speakers called for better coordination of air transport and communication systems, while others called for closer collaboration and better coordination with DHA, the Office of the United Nations High Commissioner for Refugees (UNHCR), WFP, WHO and United Nations Volunteers based on clearly defined roles. One delegation recommended that UNICEF and UNHCR complete a memorandum of understanding similar to one between WFP and UNHCR. One speaker urged closer collaboration between UNICEF and the International Committee of the Red Cross (ICRC). While one delegation wanted the consolidated appeal process reinforced, another said that the process could delay the response.

53. Several delegations emphasized the importance of working with NGOs, particularly in implementing emergency activities. Other delegations urged qualified collaboration with NGOs, stressing the need to define criteria for

collaboration with external agencies, to select partners carefully and evaluate their performances, and to use local resources where possible.

54. The secretariat stressed that UNICEF was fully committed to coordination under DHA. UNICEF had participated in 21 consolidated appeals and had not launched any separate appeals. Progress was being made in ongoing discussions with UNHCR, WFP and WHO on defining the complementary role of each agency. UNICEF had urged DHA to assure common support services for emergency operations.

55. Many delegations emphasized the integration of relief, rehabilitation and development, referring to the "continuum" between the three phases. UNICEF should promote this approach within the United Nations and focus its own emergency assistance on activities that contributed to rehabilitation and provided a basis for and promoted development. One delegation wanted to see a link between humanitarian assistance and child rights. Another delegation asked when an emergency ended and development started. A speaker said that the need for emergency assistance would continue to increase and that the international community should plan accordingly. Several delegations expressed views on the continuum from relief to development, suggesting that UNICEF emphasize capacity-building, post-emergency activities, continuation of services and the re-establishment of normalcy and using emergencies as a springboard for development.

56. Several delegations addressed the question of "balance" in UNICEF programmes, both globally and in individual countries. One speaker said that there should be no cap on emergency expenditures because UNICEF should always respond to the needs of vulnerable groups. Another speaker saw a role for UNICEF in both emergency and development activities, but not one at the expense of the other. A third speaker recognized the importance of humanitarian assistance, but said that a balance was needed. Several delegations said that the relationship between emergency programmes and country programmes needed to be clarified. Some saw UNICEF primarily as a development organization. One speaker expressed concern about the diversion of resources from development and suggested that items should be classified as being either relief or development when appeals were formulated. The secretariat responded that such a clear-cut distinction would be hard to make because many activities (e.g., measles immunization, installation of water pumps, etc.) both meet relief needs and contribute to development. As for the proportion of UNICEF support to emergencies, while 28 per cent of total resources were allocated to emergencies in 1993, this figure had decreased somewhat in 1994.

57. Several delegations welcomed the proposed establishment by UNICEF of a rapid response team. One speaker said that members of the team must be well trained, particularly to conduct assessments. Another speaker recommended the system used by UNHCR. Other speakers, however, said that a rapid response team might not be the best approach and that it would be better to train personnel in advance in emergency-prone countries and avoid high staff turnover. One delegation underlined the need to support a combined United Nations team. Another delegation advised against building international capacity instead of using existing national capacities. A number of speakers called for pre-planning and predetermined arrangements for rapid response, the establishment of necessary human and material capacities, strengthening of the UNICEF Office of Emergency Programmes, and review and strengthening of capacities through training.

58. Several speakers welcomed the "service package approach" of establishing arrangements with other organizations or contractors to provide specific services. However, some delegations stressed the importance of being flexible; taking account of needs on the ground in each situation; using resources from developing as well as developed countries and promoting South-South cooperation; and using local resources where available. The secretariat said that the approach would help UNICEF to be prepared in key areas, but would not be rigid nor dictate to field operations. UNICEF had taken the initiative in assigning security officers in the field and now had seven officers in different locations.

59. Several delegations raised issues related to funding, the use of the Emergency Programme Fund (EPF) and transparency in financial reporting. One speaker recommended better guidelines for EPF and the Central Emergency Revolving Fund (CERF). Another speaker asked if it was within the financial rules to use EPF to return funds to CERF. A delegation advised against using EPF for the secondment of staff to DHA, which diverted resources from development activities. A speaker asked for a clarification of the difference between EPF and country programme budgets, as well as allocations for man-made and natural disasters. A question was raised as to the sources of funds for emergency operations.

60. The secretariat replied that using EPF to reimburse CERF was within the UNICEF financial regulations and rules; this action was a last resort when funds were not forthcoming from donors for specific projects. If UNICEF had no other source of funds during the early stages of an emergency, the use of EPF was quite appropriate. In 1993, sources of emergency funding were supplementary funds (87 per cent), EPF (5 per cent) and country programme budgets (8 per cent). In the same year, only \$2.5 million were diverted from country programmes, following consultation with the Governments concerned.

61. The Acting Executive Director summarized the results of the discussion as follows:

(a) UNICEF is committed to developing a mission statement and a strategy paper on emergency operations. The guidance of the Executive Board will accelerate this process;

(b) UNICEF is committed to continue strengthening its collaboration with DHA and with other United Nations agencies through efforts to develop memoranda of understanding;

(c) UNICEF will conduct further study and analysis of emergency expenditures to ensure financial accountability and transparency;

(d) UNICEF will take the steps necessary to strengthen its response capacity, guided by the organization's analysis and experience, Executive Board discussions and the recommendations of the management study;

(e) UNICEF will continue to explore issues related to the continuum from relief to development, both in the strategy paper and in its collaborative work with DHA, other United Nations agencies and NGOs. UNICEF will try to analyse the breakdown of expenditures in appeals with regard to relief, relief/development and development activities.

D. Improving the consideration and approval process of country programme recommendations

62. The Executive Board had before it an information note prepared by the secretariat (E/ICEF/1995/CRP.2). The Acting Deputy Executive Director, Programmes, said that while the Board had not specifically requested any report in decision 1994/R.2/8 (E/ICEF/1994/13/Rev.1), the secretariat had prepared the paper to facilitate dialogue and discussion. The paper summarized common points of concern about the present system for approving CPRs, discussed various options available under that system and made some suggestions.

63. One delegation said that it found the Board's present means of considering country programmes very unsatisfactory. The Board had overestimated its role in the process by asking for full information, but then "rubber stamping" the programmes. The Board should reconsider its role in light of recent reforms and the management review, which suggested shortening and improving the process. In the past, the Board had resorted to micromanagement because of a lack of transparency. Improving the process would be important for implementing the provisions of General Assembly resolution 47/199 of 22 December 1992 on the country strategy note (CSN).

64. The speaker announced that her delegation, as well as another, were circulating an informal draft proposal on a new procedure that would recognize the responsibility of the Executive Board as a governing body focusing on issues of policy and strategy. Under that procedure, the secretariat would present to the Board for information and comment introductory country notes, prepared in collaboration with field-level partners. The Executive Board would act as a governing body by considering the notes in light of UNICEF priorities and strategies. As a next step, UNICEF representatives would elaborate full country programmes, submitting them to the Board for approval on a "no objection" basis. These would be for full programmes on five-year rolling cycles. Monitoring and evaluation would be important, and the Board should be kept informed of results of mid-term reviews and major evaluations. The proposal would be in line with the management study recommendations that the country programming process be streamlined.

65. The secretariat replied that the management study contained some information that needed to be confirmed, including calculations of the time and cost involved in preparing country programme submissions. While there was a shorter format for preparing the programmes, many countries chose the longer process because of its participatory nature and opportunities for advocacy with Governments. A delegation asked that the secretariat advise the Board as to the specific inaccuracies in the study.

66. Many delegations commented on the process for approving country programmes in general and on the draft proposal in particular. Several of them agreed that the role of the Board as a governing body accountable for its decisions must be strengthened. Others called for more transparency and better information, including detailed financial analyses, so that the Board could give guidance as to strategy and priorities. Some speakers raised questions about the involvement of the Executive Board in the actual preparation of country programmes, saying that instead they should be fully informed of the programmes' contents. The secretariat could provide to interested countries any necessary information on the progress of specific programmes. While supporting the draft proposal, one delegation said that the Board would need a mechanism to approve the actual funding proposals.

67. It was suggested that field visits by representatives of Board member countries could be another means of providing information to the Board on country programmes. Another delegation suggested that the Board revert to its earlier practice of meeting in a field location once a year to give members contact with country programmes.

68. Concerning the procedure proposed in the draft text, one delegation said that it would be important to ensure that feedback from mid-term reviews and evaluations be included in the country note, which should summarize briefly what had been achieved and what elements of the programme worked.

69. A number of delegations stressed that the needs of recipient Governments must be the primary focus of country programmes. Preparation of the country programme was the prerogative of the recipient country, as was the decision to choose which field-level agencies and partners would participate in preparatory meetings and on what basis. One speaker said that any changes must not result in discontinuity of programme cooperation. It also was said that a shortened planning cycle, while necessary, must include all necessary elements of the process.

70. A delegation expressed appreciation for the secretariat's efforts to combine the administrative and programme support budgets of country offices with the programme budgets (see paragraph 14 above). However, it would be even more beneficial to know how different United Nations programmes related to a given country. In that context, the secretariat stressed the importance of harmonization of different agencies' programme cycles, a process that had been ongoing for several years. Another speaker said that it would be important to safeguard UNICEF country programmes as part of a coherent approach by the United Nations system. To ensure that coordination, such mechanisms as the CSN should

be taken into account. One delegation raised the issue of the role of the United Nations resident coordinator in field-level coordination meetings.

71. One delegation suggested that CPRs be related to the multi-donor evaluation, as the Board already had requested. They should outline a framework for the country, based on its particular situation, and provide a basis for the strategic choices made by UNICEF.

72. A number of delegations expressed appreciation for the measures undertaken to date to improve the approval process. These included consolidation of different types of recommendations for the same country into one document and the devotion of a single Executive Board session to country programmes. It was suggested that the Board spread its consideration of programmes, by regions, across different sessions throughout the year.

73. One delegation raised a number of questions about criteria for establishment of a country programme, saying it was unclear how this was decided. For example, UNDP used different categories of countries than those cited in the State of the World's Children report. Although there seemed to be a traditional process for preparing country programmes, non-traditional programmes were needed in the case of countries with economies in transition. Traditional criteria could not be applied to those countries. The secretariat replied that UNICEF used three criteria to decide which countries qualified for assistance and what the level of assistance should be - a country's per capita gross national product (GNP), under-five mortality rate (USMR) and child population. In addition, the Executive Board had approved emergency interventions for countries that were not eligible for normal country programmes.

74. See the annex, decision 1995/8 for the text of the decision adopted by the Executive Board.

E. Conference facilities at the premises of UNICEF headquarters

75. The Board had before it a report (E/ICEF/1995/AB/L.2) which was introduced by the Deputy Executive Director, Operations. She informed the Executive Board that UNICEF had been notified by the Government of Sweden, on behalf of the Nordic countries, that they would provide \$1.2 million to cover the installation costs of conference facilities at the premises of UNICEF headquarters, in accordance with the budget estimate presented in the report.

76. The representative of Sweden reiterated the offer of the Nordic countries to finance the installation costs of a new facility. As the issue of funding had been resolved, it should be possible for the Board to take a decision quickly on the construction of the new conference room. If the Board so decided, it might be appropriate to honour the late Executive Director, James P. Grant, by naming the new board room after him.

77. An observer delegation, supported by a number of members and observers, said that the Board's decision on conference facilities should be consistent with its overall policies to guide UNICEF actions and, thus, should not duplicate existing options, should provide for and encourage transparency, and should reflect budgetary constraints and priorities. The arrangements proposed in the report did not provide adequate space for participation by observers and would duplicate existing facilities at United Nations Headquarters. The Economic and Social Council Chamber could be modified for use by the Executive Board at a much lower cost. The \$1.2 million required for the new facility could be better used in UNICEF programmes.

78. One delegation drew the attention of the Board to General Assembly resolution 48/162 of 20 December 1993, which was the basis for reform of governance of UNICEF and other programmes and funds. In the resolution, the General Assembly had reached a political consensus on the establishment of conference facilities at UNICEF headquarters. The Board should not act contrary

to a political consensus package reached by the Assembly because there was a danger that the entire package would unravel.

79. A number of delegations suggested that the Board defer a decision on the subject. Some speakers said that the Economic and Social Council Chamber could be used until a final decision was taken. One speaker said that insufficient information had been provided by the secretariat, particularly regarding the present costs of using the Economic and Social Council Chamber, whether other facilities were really necessary at present, where the UNDP Executive Board planned to hold its meetings and what share of the costs of the facility would be borne by UNDP. There must be assurances that the current status of the working languages would be preserved and that observers would be able to participate usefully in the work of the Board. There were questions as to the operating costs of proposed conference facilities.

80. The secretariat replied that UNICEF did not pay to use the Chamber, nor would UNICEF pay for services, including interpretation in all official languages, provided by the Office of Conference Services at UNICEF House. The operating costs of the new facility would be approximately \$10,000 higher than at present. Most of these costs already were included in the administrative and programme support budget, but necessary staffing changes would cost an additional \$10,000 per year. Operating costs would include the rent paid for UNICEF House and the \$10,000 required to upgrade one post. It might be possible to add an additional 10-20 seats for observers to the design proposed in the report. UNICEF House has a cafeteria that could be used by delegations during Board sessions.

81. One delegation said that it was important that UNICEF develop its own conference facilities. The Labouisse Hall at UNICEF House would be suitable for regular sessions and would provide adequate space for observers and others. Other facilities could be used for the annual sessions. It was suggested by another speaker that a conference room be constructed in the Labouisse Hall, to fulfil the political decision taken in General Assembly resolution 48/162, without discounting the possibility of continuing to hold the annual or regular sessions at United Nations Headquarters when broad participation made it impossible to hold sessions at UNICEF House.

82. There was a great deal of discussion about the implications of General Assembly resolution 48/162. Some speakers said that the resolution clearly stated that conference facilities should be developed at UNICEF headquarters premises. Other speakers stated that the spirit of the resolution, and the negotiations leading to its adoption, stressed the need for transparency and participation by all interested delegations in Executive Board sessions. Another delegation said that the Board's revised rules of procedure made clear the fundamental importance of participation by observers, which would not be guaranteed by the proposal for use of the Labouisse Hall.

83. A speaker stated that the issue was not one of diverting resources from programmes for children, as the Nordic countries were prepared to make a specific-purpose contribution. His Government's contributions to UNICEF had demonstrated its commitment to children. The discussion of the issue should focus on whether the new proposed conference facilities for UNICEF would facilitate and encourage real dialogue. A new board room would make possible more direct communication within the Board and between the Board and the secretariat, helping indirectly to improve the overall work of the organization.

84. Many speakers expressed appreciation for the offer made by the Nordic countries and for their support to UNICEF in general. One delegation said that despite the offer, other questions remained. It was very clear that the present direction of the discussions was against using facilities outside of United Nations Headquarters and in favour of using the Economic and Social Council Chamber. More information was needed on conversion of the Chamber for use by the Executive Board, including whether the room would have to be closed before and after sessions because of the building work involved, the costs of constructing a portable podium and whether UNDP and UNFPA would be willing to

share those costs. The secretariat replied that the room would have to be closed for 48 hours prior to and following each session. However, because the Chamber was not used as much as in the past, it might be possible to leave the new configuration for use by other bodies. If UNDP and UNFPA decided to choose this option, the secretariat would obtain more detailed information on additional costs and cost-sharing.

85. The Executive Board agreed to defer consideration of the item to a later date (see the annex, decision 1995/3 for the text of the decision adopted by the Executive Board).

F. Mechanisms for the review and implementation of future recommendations of the UNICEF/WHO Joint Committee on Health Policy and the UNESCO/UNICEF Joint Committee on Education

86. The Executive Board had before it a report prepared by the secretariat on suggested mechanisms for the review and implementation of future recommendations of the UNICEF/WHO JCHP and the UNESCO/UNICEF JCE, (E/ICEF/1995/L.1), which was introduced by the Acting Deputy Executive Director, Programmes.

87. Several delegations found the report's recommendations to be very helpful and useful, although they did not address the issue of the status of recommendations emanating from JCHP. That question would have to be addressed at a later stage. The secretariat replied that because JCHP is a forum in which Board members themselves participate, one of the recommendations was intended to address that very issue. If it were approved, the President of the Executive Board, an ex officio member of JCHP, would report to the Board on JCHP recommendations and their implications. Recommendations would come from the members of JCHP, who were members of the Board, before the recommendations would be presented to the full Board for review.

88. Other speakers said that previously the secretariat had presented a draft decision to the Board asking the Board to endorse the recommendations of the two joint committees. The Board was happy to receive recommendations from the committees, but it should not endorse them. Another speaker agreed, saying that as long as the recommendations of the joint committees remained as such for the consideration of the Executive Board, then the recommendations in the present report were acceptable.

89. One speaker asked if the Board could have a report on the recent JCHP session in Geneva, which had taken place immediately prior to the current session. She understood that UNICEF had withdrawn the health strategy paper from the meeting's agenda because it did not want JCHP to discuss the report. In doing so, UNICEF had lost the opportunity to carry out the necessary consultations with WHO and JCHP. She further stressed the need to start the consultations as soon as possible and that it was absolutely vital to coordinate health strategy for it to be successful. The secretariat replied that a special adviser to the Executive Director had headed the UNICEF delegation to the JCHP meeting, but he had not yet returned to New York. The secretariat further explained that it was, however, not the normal practice of JCHP to review draft reports before their consideration by either the UNICEF or WHO Executive Boards.

90. Several delegations said that at the Executive Board's third regular session of 1994, the Deputy Executive Director, Programmes, had stated that JCHP would be consulted about the revised health strategy report. The secretariat replied that UNICEF was consulting with the WHO secretariat on the draft and that members of JCHP would be asked to comment on the paper in their personal capacity, not as an official body, and that their comments, if any, would be shared with the Executive Board.

91. See the annex, decision 1995/4 for the text of the decision adopted by the Executive Board.

G. Annual reports to the Economic and Social Council

92. The Secretary of the Executive Board introduced a report on preparation of annual reports for the Economic and Social Council by the Executive Boards of UNDP, UNFPA, UNICEF and WFP (E/ICEF/1995/CRP.4). He asked for the views of delegations on the proposals, including the general format for the annual reports and on the suggestion that each Executive Board consider the report at its annual session.

93. A delegation expressed support for the proposals contained in the report. Another speaker, however, said that the proposals gave the Executive Board a passive, rather than active role in the process. In addition to submitting its report to the Economic and Social Council, UNICEF should submit items for discussion by the Council in its coordination segment. The Secretary replied that both the UNICEF Executive Board and secretariat would be active in this process and that their input to the coordination segment could be included in the report.

94. See the annex, decision 1995/5 for the text of the decision adopted by the Executive Board.

H. Identification of a location for a regional presence in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

95. The Executive Board had before it two reports prepared by the secretariat (E/ICEF/1995/CRP.3 and E/ICEF/1995/CRP.9), which were introduced by the Deputy Executive Director, Operations. She said that document E/ICEF/1995/CRP.9 was a working document that still lacked information, but the secretariat wanted to share it with delegations. The reports contained information on the search by UNICEF for a site for the new regional office and the various offers received by the secretariat.

96. The regional director described some of the difficulties of the current temporary location in New York. It was imperative that a site be selected quickly. He described the functions of a regional office, which included the provision of expertise and staff, supervision and evaluation. The situation was especially critical in this region because most country offices were headed by junior staff and because of the many emergencies in the region.

97. It was suggested by several delegations that the decision to establish the new regional office be postponed until the Executive Board had discussed the management study recommendations on the number, role and functions of all regional offices.

98. Several delegations asked about the mandate for the secretariat's decision to change the composition of the region, by adding Afghanistan and Turkey, from that authorized by the Executive Board in decision 1994/R.2/9 (E/ICEF/1994/13/Rev.1), which referred to Central and Eastern Europe, CIS and the Baltic States. Questions also were raised as to why the countries of the former Yugoslavia were not included in the region. Delegations asked how the region as defined by UNICEF was similar to the regional groupings of the overall United Nations system. The secretariat said that the decision to change the composition of the region was the prerogative of the Executive Director, based on cost-effectiveness and the effect on children, and that the countries of the former Yugoslavia were included in the region.

99. The importance of locating the office within the region was stressed by a number of speakers, as this would be an important political signal of support for the region.

100. Representatives of Austria and Romania, which had offered sites to host the office (Vienna, Austria and Bucharest, Romania) spoke about the merits of their

offers. Several speakers said that there were errors and inconsistencies in the documentation provided by the secretariat. These included the indicated travel times from the capitals to the region, the amount of office space being offered, related operating costs and the dates when the office space would be available for occupancy. It was suggested that additional criteria be used, including the presence of an NGO community, United Nations organizations and journalists, the need for cooperation with economies in transition and the existence of a UNICEF programme in the selected country.

101. A number of speakers supported the selection of Istanbul as the location for the regional office, saying that it met the necessary criteria as established by the secretariat. These delegations stressed that the secretariat must make this decision and that the Board should avoid micromanagement. Other delegations, however, said that Istanbul was unacceptable because it was not part of the region as mandated by the Executive Board. One speaker asked why Istanbul was being considered when there already was a UNICEF office in Ankara, Turkey's capital. Support also was expressed by countries in the region for Bucharest and Warsaw.

102. Referring to a request made in decision 1994/R.2/9, several speakers enquired about the types of innovative programming the secretariat would undertake in the region. It was said that because this region faces unique problems, traditional approaches were not appropriate. Questions were raised as to the different types of assistance that would be provided to qualifying and non-qualifying countries. Some delegations asked that the exact role and functions of the office be defined before a decision was made as to the location. Other speakers asked about cooperation with other United Nations agencies, as well as the locations of UNICEF and other agencies' offices. Speakers stressed the importance of a unified United Nations presence in the region, referring to General Assembly resolutions on the subject. Other speakers asked about the role of the Geneva Office, as requested in decision 1994/R.2/9, and one delegation said that the office should be based there.

103. As suggested by a number of delegations, it was agreed that the secretariat would prepare updated information, taking into account the comments made during the debate. Informal consultations would be scheduled to continue discussions on the issue.

I. Coordination of UNICEF activities concerning HIV/AIDS

104. The Executive Board had before it a report prepared by the secretariat on UNICEF participation in the United Nations joint and co-sponsored programme on AIDS (E/ICEF/1995/7), which was introduced by the Acting Executive Director. He said that since the Board's last session, the transition team had continued its work, the Government of France had hosted the first AIDS Summit, with support from WHO and the other five partners in the joint and co-sponsored programme, and the new director of the joint programme, Dr. Peter Piot, had been appointed by the Secretary-General. He said that it would be best if the international structure being created were adapted to the diverse challenges at the country level. He congratulated the Government of France on the Paris Summit and welcomed the resolution of the 42 participating countries, particularly concerning community mobilization, including people with HIV/AIDS, women's groups, national NGOs and Governments. UNICEF would work within the new United Nations programme to ensure that it carefully considers the Paris Summit statement in deciding its priorities.

105. Several speakers stressed the importance of UNICEF coordinating its AIDS-related activities with those of other agencies, including at the country level. Speakers also said that UNICEF must fully support the joint and co-sponsored programme and its director, beginning with its preparatory process. One delegation said that its approach, methods and types of partners made UNICEF ideally suited to integrating AIDS-related activities into other programmes. Another delegation added that the document did not provide enough information

about how the new programme would be linked to UNICEF country programmes and whether UNICEF expected any problems in that regard.

106. One delegation said that the report only indicated the stage of preparation as of mid-December 1994 and did not examine questions of substance. Last week the director of the joint and co-sponsored programme had presented a draft of the report from the Committee of Co-sponsoring Organizations (CCO) to the Economic and Social Council. The CCO report examined the principles and the substance of the joint programme, as well as questions of co-sponsorship, governance, management, resource mobilization and the budget outline for 1996-1997. The Board, therefore, had hoped to receive an oral report on UNICEF participation in preparation of the draft CCO report. A more substantive progress report would be expected at the next session of the Executive Board.

107. Speaking on behalf of a group of countries, one delegation expressed support for the United Nations programme to combat AIDS, which was progressing satisfactorily. The programme should take into account the results of such relevant meetings as the Paris Summit. Another speaker said that UNICEF and other co-sponsors should identify as quickly as possible the resources that they would contribute to the programme and the mechanisms they would use for implementation. A delegation asked why the secretariat's report did not address the issue of fund-raising.

108. A speaker asked the secretariat to comment on the draft report being submitted to the Economic and Social Council and to suggest how it might affect UNICEF activities and how UNICEF would approach the joint and co-sponsored programme. In many ways, the programme was a litmus test of the capacity of agencies of the United Nations system to collaborate in new ways to respond effectively to one of the great challenges facing humanity. This response also might, in turn, give new impetus to the credibility and the efficacy of the work of the United Nations.

109. The secretariat replied that there should be no doubt that UNICEF was committed to a collaborative, active approach to the joint and co-sponsored programme. The secretariat would be happy to provide an updated report at the Board's next session, but given the time constraints of preparing documents, members might prefer to hear oral updates. As to the question of what new financial resources UNICEF would require and how the organization would raise them, because UNICEF did not expect to be involved in research but at the country level, the necessary resources would be raised and committed through country programmes. Regarding coordination with other agencies, UNICEF was continuing to participate in the "technical support group process", a multi-agency process that addressed sexual and reproductive health, youth health and development, school-based initiatives and families coping with the AIDS crisis, as well as with mass communication and mobilization. Each of these groups functioned on an interregional and multi-agency basis to try to facilitate the exchange of information and harmonize approaches. UNICEF was reviewing with the new director current programming within the new joint and co-sponsored programme and had participated in the development of the CCO report. UNICEF had seconded two full-time staff members to the transition team and would be responding to a request by the director for some longer-term staff secondment.

110. Concerning the draft report to the Economic and Social Council, the Acting Executive Director had written to the director of the joint and co-sponsored programme. He had said that of particular note was the section on developing some clear objectives and goals for the programme, which UNICEF had emphasized in the past as a necessary precondition for improved collaboration between the agencies. At the global level, a consolidated appeal would be undertaken to avoid competition in fund-raising activities. Some parts of the report needed further clarification, particularly with regard to support at the country level. UNICEF believed that the resident coordinator system should provide the necessary coordination and that there should be further reinforcement of the flow of resources directly to countries through existing channels, as opposed to

a mechanism that might pool resources globally and then reallocate them to countries.

111. A speaker announced that his delegation was circulating an informal draft decision by which the Executive Board would invite UNICEF to include in its programmes and regular activities, and within the framework of the joint and co-sponsored programme, those of the seven priority initiatives defined at the Paris Summit which fell under its mandate and comparative advantage. After delegations had discussed the text in formal and informal meetings, the Board deferred the subject to a later session.

J. 1995 UNICEF Maurice Pate Award

112. The Executive Board had before it a recommendation of the Executive Director (E/ICEF/1995/3). The Acting Executive Director said that the Bureau had reviewed a list of 14 nominees at two meetings held on 30 September and 4 October 1994. The Bureau had asked the Executive Director to prepare a short list of nominees. After careful review, the Bureau had endorsed the Executive Director's recommendation that the 1995 UNICEF Maurice Pate Award be presented to Professor Ihsan Dogramaci of Turkey.

113. Following the Board's decision to endorse the Executive Director's recommendation (see the annex, decision 1995/2), the representative of Turkey said that his country was honoured to have one of its most distinguished citizens recognized by the award.

K. Closing remarks

114. The Acting Executive Director said that the most important accomplishments of the session were the beginning of a solid process for implementing management reform, drawing on the management study, and the wide-ranging discussion on emergency operations. In working in those areas, it was important to continue to support and strengthen country programmes in more than 130 developing countries. He urged delegations to work for a successful outcome to the upcoming World Summit for Social Development (WSSD), specifically with regard to commitments regarding financing and new initiatives on debt, trade, military spending, income and employment. (See E/ICEF/1995/CRP.11/Rev.1 for the full text of his remarks.)

115. The President summarized the various decisions taken by the Executive Board during the session and looked forward to productive consultations between delegations and with the secretariat on implementation of the management review and other important projects. (See E/ICEF/1995/CRP.12 for the full text of his remarks.)

Part two

SECOND REGULAR SESSION OF 1995

Held at United Nations Headquarters from 20 to 23 March 1995

I. ORGANIZATION OF THE SESSION

A. Opening of the session

116. The President said that two issues - country programmes and the management study - would dominate the Executive Board's work during the session. Other important subjects for discussion were the follow-up to the International Conference on Population and Development (ICPD) and, at the annual session, follow-up to WSSD. When taken together with the upcoming discussions of UNICEF strategies on health, basic education and water and environmental sanitation, those issues would provide the Board with a firm basis to provide guidance to the secretariat. (See E/ICEF/1995/CRP.18 for the full text of his remarks.)

117. The Acting Executive Director said that the process of management reform had clearly begun at headquarters and in the field. The structures needed to guide consultation, implementation and monitoring were being put in place and the secretariat was committed to a participatory process involving all offices and staff. However, the full process would take time to get under way and show results. The National Committees for UNICEF would be fully involved in the consultation and implementation process.

118. As to the situation in the UNICEF Kenya country office, he said that mismanagement and financial wrongdoing, including fraud, had been discovered during one of the 60 to 70 internal audits conducted by UNICEF each year. A second, more in-depth investigation was under way, involving three auditors and the United Nations Office of Legal Affairs. The auditors' report was expected in early April and its conclusions would be shared with the Board. Findings to date had led to the dismissal of three staff members. Fourteen others had been suspended - seven with and seven without pay - pending further investigation. None the less, programme efforts in Kenya were continuing. During the recent WSSD, he had met with the President of Kenya, who had supported and fully appreciated the forthright handling by UNICEF of this situation. (See E/ICEF/1995/CRP.19 for the full text of his remarks.)

B. Adoption of the agenda

119. The provisional agenda, as contained in documents E/ICEF/1995/10 and Corr.1, included the following items:

- Item 1: Opening of the session: statements by the President and the Executive Director
- Item 2: Adoption of the provisional agenda and timetable and organization of work
- Item 3: Management review of UNICEF
- Item 4: Proposals for UNICEF cooperation and programme reviews:
 - (a) Eastern and Southern Africa
 - (b) West and Central Africa
 - (c) East Asia and the Pacific
 - (d) South Asia
 - (e) Central and Eastern Europe, CIS and the Baltic States
 - (f) Americas and the Caribbean
 - (g) Middle East and North Africa

- (h) Regional reports
 - (i) Report on the reduction of outstanding balances through savings or cancellations and report on the use of general resources for projects approved for supplementary funding
- Item 5: Reports on field visits by Executive Board members to Africa and Asia
 - Item 6: Health strategy for UNICEF
 - Item 7: Report of the UNICEF/WHO JCHP on its session held in Geneva on 30 and 31 January 1995
 - Item 8: Follow-up to ICPD held in Cairo in September 1994
 - Item 9: Election of Executive Board representatives from the Latin American and Caribbean group of States to the UNESCO/UNICEF JCE
 - Item 10: Adoption of decisions
 - Item 11: Other matters
 - Item 12: Closing of the session: remarks by the Executive Director and the President

120. The Secretary of the Executive Board said that the following documents were not available in languages for the session: the policy paper on the health strategy for UNICEF (E/ICEF/1995/11), the reports on programme development in the Eastern and Southern Africa region (E/ICEF/1995/P/L.3) and the Middle East and North Africa region (E/ICEF/1995/P/L.8); and a number of CPRs (E/ICEF/1995/P/L.15, E/ICEF/1995/P/L.25, E/ICEF/1995/P/L.28, E/ICEF/1995/P/L.30 and E/ICEF/1995/P/L.31). Following discussions at the pre-session briefing held on 15 March, it had been suggested that the health strategy paper and the CPRs be postponed until the annual session, when they would be translated into language versions. The postponement of the CPRs would not affect the concerned country programmes.

121. The Executive Board agreed to postpone consideration of the health strategy paper and the CPRs mentioned above until the annual session, and the agenda was adopted, as orally amended. Subsequently, it was announced that the election to JCE of representatives of the Latin American and Caribbean group of States would be deferred to another session.

122. The Secretary of the Executive Board announced that the following observer delegations had submitted credentials for the current session in accordance with the rules of procedure (any agenda items indicated by the delegations are in parentheses): Armenia, Austria, Bangladesh, Belgium (all items), Chad (item 4 (b)), Colombia, Cuba, Czech Republic, Eritrea, Estonia, Ethiopia, Georgia, Greece, Holy See (item 8), Hungary, Ireland (all items), Israel, Kazakhstan, Kyrgyzstan, Lao People's Democratic Republic (item 5), Lithuania, Mexico (all items), Myanmar, Nepal, Nicaragua, Nigeria, Palestine, Poland, Slovenia, South Africa, Spain, Switzerland (items 3, 4 and 6), Syrian Arab Republic, Tajikistan, Turkey, Uzbekistan, United Republic of Tanzania, Viet Nam and Yemen. Credentials also had been received from the Standing Group of National Committees for UNICEF (items 3, 6 and 8) and the NGOs International Social Service (items 3 and 8), Plan International USA (items 4, 6 and 8) and the International Federation of Social Workers.

123. One member said that the rules of procedure were clear on the participation of observers; Governments should indicate their interest in specific agenda items and the Executive Board would then decide on their participation. An observer delegation said that at the beginning of each session, the secretariat should indicate which observers had submitted credentials and the agenda items in which they had indicated an interest. Although some countries had said they

wanted to speak on every item, this was not in accordance with the rules of procedure.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Management review of UNICEF

124. The Acting Executive Director introduced the report on "Strengthening management in UNICEF" (E/ICEF/1995/AB/L.4). He said that the secretariat was committed to reform and to a transparent process. A considerable consultation process was under way in the Middle East and North Africa, Asia and West Africa, with similar procedures to follow in the other regions. Many country offices were discussing the management study, and there had been divisional discussions and general meetings in New York, Geneva and Florence. He had met with the National Committees for UNICEF in Copenhagen. Ad hoc working groups were being set up and Mr. Daniel Brooks, currently Regional Director for East Asia and the Pacific, would take over as head of the task force beginning 1 May.

125. He said that in considering the report before it, and especially the annex, the Board should not read into it any resistance to the management study, as the secretariat had only provided some clarifications of points made in the study. Paragraphs 17-28 of the report, containing the recommendations for action, were very important. These covered strengthening of staff morale, clarification of the UNICEF mission statement and mandate, emergency operations and procedures concerning country programmes, including the integration of their administrative and programme budgets. The report before the Board listed actions that would require its approval and the cost of the consultants to be engaged. Because of the short time available for preparing the report, those costs were based on comparative figures and were at the high end of probable estimates. Potential consultants would be identified and requested to provide proposals on an international basis, using normal procedures for requests for proposals. The responses would be reviewed, candidates interviewed and the best proposal chosen in terms of content and cost.

126. Many delegations said that the work done by the secretariat laid a good basis for reform. One delegation said that it was vital for the secretariat to provide accurate information and to respond to all questions raised by delegations. Speakers welcomed the secretariat's commitment to a participatory process and one asked that a GSA representative address the Board. A delegation said that the proposal did not take into account the role of the Board in certain areas, particularly the mission statement and the question of UNICEF and emergencies, where the Board's role would be critical. Another speaker said that an appropriate role must be defined for the Board in the implementation process, focusing on governing and identification of issues.

127. A number of speakers said that the Board had a role to play in clarifying both the general mission statement and the part on the UNICEF emergency response, and suggested that they be addressed at the annual session. It also was suggested that the mission statement and the emergency mission statement could be part of the country programming exercise.

128. One delegation said that the Convention on the Rights of the Child should serve as the practical and basic mandate of UNICEF without pre-empting work on a more comprehensive mission statement. Another delegation said that the Convention could be a framework to describe the long-term mission of UNICEF, but it should remain clear that UNICEF is an advocate and that implementation is the responsibility of States parties. Another speaker said that the secretariat stressed the Convention as the basis for the mission statement, but there was not universal agreement on its use as a mandate for UNICEF. One delegation said that the Convention alone was not enough for a mission statement and that the multi-donor evaluation should be part of its frame of reference. It also was suggested that internationally agreed upon documents, including global goals and the final documents of major international conferences, should be integrated into the mission statement. The Deputy Executive Director, External Relations, stressed that while the Convention is to be implemented by States parties, the Convention itself mentions the role of UNICEF in its implementation. UNICEF also advocates compliance with the standards set by the Convention.

129. A number of speakers stressed the importance of UNICEF emergency operations and coordination with other United Nations agencies in this area. One delegation said that it would be important to discuss these issues at an early stage and with other partners, especially DHA. A delegation asked if the results of the evaluation of the Rwanda emergency being conducted by UNHCR would be shared through the Inter-Agency Standing Committee. Another speaker said that a delineation of resources used for emergency, relief and development must be included as part of the mission statement. A speaker said that UNICEF must ask if it had the most appropriate mix of expertise and if there were sectors that might be given a lower priority. The Acting Executive Director said that consultations already were under way with DHA, UNHCR and WFP.

130. One delegation expressed concern that the secretariat might have ignored several problems that were damaging staff morale, in particular, the important issue of the treatment accorded those who were not regular core staff members, including consultants, and their relation to the core regular staff.

131. A number of speakers said that the proposed budget for implementation seemed high and stressed that the funds should come from savings and rationalization in the current administrative and programme support budget. Other speakers raised questions about the proposed costs for consultancies and indicated that more exact terms of reference would be needed in order to clarify their mandate and reduce costs. Concerning the task force, a speaker asked why the budget was for three international Professional staff for 18 months at a cost of \$743,000. Was it the normal UNICEF practice to charge itself for staff overhead, or would those funds be used to fill vacated posts? The speaker asked for a breakdown of Mr. Jay Berry's time and also wanted to know exactly what budget cuts would pay for the implementation costs.

132. One delegation asked why the secretariat was proposing spending \$6 million to implement the management study when only \$1.5 million had been allocated for programme support activities in the region of Central and Eastern Europe, CIS and the Baltic States. This raised questions about the secretariat's priorities.

133. The Deputy Executive Director, Operations, stated that following recent meetings with some UNICEF representatives before the session, revised terms of reference would be circulated for the consultancies for information resources management, finance and supply operations. While the estimated costs were at the high end, they represented a ceiling, and the secretariat would do its utmost to lower them. All proposed costs would be covered through savings accrued from measures imposed by the secretariat on spending; some \$10 million had been saved in this manner and kept in a reserve, and a part of these savings would be used for this purpose. For 1996, existing budgetary resources would be used. She added that this was a unique opportunity for UNICEF to be even more efficient, and that there had to be an investment in that process. The funds to be reallocated accounted for less than 1.5 per cent of the total administrative budget and .3 per cent of all resources used on an annual basis. No additional resources would be requested for 1995 or 1996.

134. A delegation asked for more information on the relationship between the different layers of the implementation structure, saying that there should be clear lines of accountability and transparency and that the Board should have access to their findings. The same speaker asked about the role of Mr. Berry, who was serving as a consultant to both the Acting Executive Director and the head of the task force, with a potential conflict of interest. Another speaker requested clarification on Mr. Berry's role and length of service, and suggested that he help UNICEF to establish processes rather than play a role in the actual implementation.

135. Mr. Berry said that in his previous role as management consultant, he had acted as a diagnostician. Now, as an adviser, he was acting as a part-time counsel to the Acting Executive Director and the head of the task force. He might be asked to conduct workshops, for example.

136. Several speakers stressed the importance of staff participation - at all levels - in the process. They asked how staff would be chosen for participation in the task force and other bodies, and if staff would be able to nominate candidates.

137. One delegation expressed concern about the lack of focus and of an action-oriented approach in the report, which emphasized internal dialogue and not a clear timetable for action. UNICEF needed leadership and could not afford a lengthy process of internal consultation without clear direction. There must be a more coordinated approach to such issues as budgetary changes in CPRs, global goals and the role of global funds. However, another delegation said that the report gave the impression that the secretariat was rushing ahead, rather than consulting with staff and National Committees. The process should allow for consultations with them. Another speaker asked for Mr. Berry's comments on the statement in the annex that the study did not capture accurately issues of multi-culturalism and gender, and how the recommendations might be different because of this. The secretariat replied that those factors had been underplayed in the management study, and while the recommendations might not need to be changed, sensitivity should be shown to those issues during the follow-up process.

138. The Deputy Executive Director, Operations, said that the secretariat was working to instil as much staff participation as possible into the process given the fact that UNICEF had 7,000 staff around the world. The staff taking part in the councils and workshops would not be replaced, but those who were members of the task force - three international Professionals and one General Service staff member - would be, but at no additional costs. Staff members would be able to apply for two posts on the task force, at P-3 and G-6 levels, while the remaining post of Deputy to the Director, Mr. Daniel Brooks, would be filled through the Senior Staff Review process. Workshops on specific areas would involve participants from regional and field offices as well as headquarters.

139. A speaker said that the leader of the task force would be a member of the Steering Committee, but his powers were unknown. The Executive Director, as head of the Steering Committee, could ignore the recommendations of the task force. He asked what would be the exact powers and competencies of the task force and the Steering Committee, and if the task force could refer proposals to the Executive Board. He also raised questions about communication between the various bodies.

140. The Acting Executive Director said that there was a difference between consultation and participation, and there was a point where management must manage. True participation implied power and decision-making. A participatory process also involved information and decisions on how to improve and strengthen management and take responsibility for action. The Steering Committee would have final decision-making power and be the point of accountability to the Board. If the Board also wanted the task force and/or the advisory councils to report to it, then it could do so. However, this might create confusion regarding the accountability of the Executive Director to the Board. Staff members had suggested that they be represented on the Steering Committee, but if that were so, it too might raise the issue of the ultimate accountability of senior management for management decisions. The task force would manage and monitor the process of implementation and organize the working groups. The advisory councils would be composed primarily of "go ahead" people who would be the next generation of leaders. As for the involvement of the Board, it would discuss the issue at every session in 1995, but its formal approval would not be needed to begin action in all areas.

141. A delegation stated that staff should be able to nominate representatives to the advisory councils and that it would be proper to include staff representatives on the Steering Committee, which would not prevent management from managing or interfere with accountability.

142. A delegation said that there also must be closer interface with country programmes and procedures "on the ground", more discussion with the regional

offices and more participation by Governments. The report presented by the secretariat overemphasized the role of headquarters. Another delegation said that the Board should review ideas on elements of the structure of senior management and the front office, and that the secretariat might find this input useful at this stage. The emphasis on the Steering Committee should be light, with most work being done by the task force, which would lead and facilitate the process. A third speaker said that while the country-level approach was valid, many problems stemmed from administrative problems at headquarters.

143. Delegations asked about the role of regional directors in the Steering Committee, given the importance of the regional dimension in the future work of UNICEF and the fact that the discussion of the offices' role was a key part of the management review. Several delegations suggested increased participation by UNICEF representatives.

144. A number of delegations stressed the importance of clearly defining and rationalizing the functions of regional offices. One delegation asked for additional information on the division of labour among headquarters, the regional offices and country offices, given that the management study proposed changes with regard to the geographic sections at headquarters. The speaker also raised questions about UNICEF support to countries that did not have country programmes, and how this would be affected by changes in the regional office structures. Another speaker said that the Board must address the role of the regional offices and rationalization of the organization's structure no later than the third regular session in September. This discussion must take place before a decision could be taken on the proposed regional office for Central and Eastern Europe, CIS and the Baltic States.

145. Several delegations asked about inter-sessional consultations, as specified in decision 1995/7 (see the annex). One speaker said that while management should move ahead on such matters as human resources management, it would be appropriate to use the provisions of decision 1995/7 to have early consultation with the Board on the approaches to be taken, issues and the timetable for implementation. Specifically, there should be consultations, at the appropriate time, on the mission statement and emergency operations.

146. Speakers welcomed the importance being given to National Committees, especially with regard to private sector fund-raising and their experience in implementing and supporting projects. One speaker suggested that external consultants might be needed to deal with the management study's recommendations concerning the National Committees.

147. A representative of the Standing Group of National Committees for UNICEF said that the Committees had held consultations on the issue of the management study. They had met recently with the Acting Executive Director and would hold a full review in May at their annual meeting. At the first regular session, the Committees had expressed concern about the study's lack of attention to the Committees, but they were pleased with comments made by the Acting Executive Director today.

148. The Deputy Executive Director, External Relations, said that the secretariat would establish a task force on fund-raising, which would include the National Committees. There would be no need for external consultants on this issue because sufficient knowledge existed in house. The secretariat would work with the National Committees at their annual meeting and through this task force and other forums on how to improve relations with UNICEF and reporting.

149. See the annex, decision 1995/12 for the text of the decision adopted by the Executive Board.

B. Proposals for UNICEF cooperation and programme reviews

General comments on country programme recommendations

150. Several delegations requested more information on the criteria for the allocation of general resources and supplementary funds. The Acting Deputy Executive Director, Programmes, said that the allocation of general resources was based on indicators for child population, GNP per capita and U5MR, which were introduced in 1983. These indicators were reviewed in 1989 and 1990, when they were compared with those used by UNDP and other agencies, and it was concluded that they responded adequately to the organization's needs. U5MR in particular was related to many factors, including health, women's status and nutrition. The indicators were not applied rigidly and consideration could be given to countries in especially difficult circumstances. With regard to the allocation of supplementary funds, there was no formula for allocation. Past experience was used as a guide, as were the needs of the country, fund-raising experience, future expectations and the potential interests of donors. Usually, supplementary funds were for the expansion of service coverage.

151. One delegation stated that the allocation of general resources should be focused on a minimum package of activities. Another delegation expressed concern about the wide gap in the amounts of general resources and supplementary funds and the potentially adverse effect on programme implementation should sufficient supplementary funding not be available. Two delegations sought clarification on the criteria for increasing a country's general resources ceiling. Clarification also was sought on the criteria for the cessation of UNICEF cooperation with countries.

152. The Acting Deputy Executive Director, Programmes, emphasized that general resources provided a basic package of services and should be used in the most strategic way possible. In commenting on the general resources ceiling, he referred to the "round-up" paper (E/ICEF/1995/P/L.10 and Add.1). Adjustments in indicators were the major reason for an increase in the general resources ceiling. Other increases might be in response to opportunities for acceleration of activities, for example, for salt iodization in Eritrea. Increases also depended on the availability of funds. As to the criteria for the cessation of UNICEF cooperation with countries, he said that all developing countries were eligible for assistance, but as socio-economic conditions improved, a country's general resources allocation would decrease gradually. For example, given the positive economic and social development in the Republic of Korea, it had been decided by mutual agreement to start a new partnership with the formation of a National Committee for UNICEF.

153. One delegation pointed out that only individual CPRs were discussed at Executive Board meetings, not whether the allocation of resources to specific countries was appropriate, and that it was policy rather than technical questions that the Board should be addressing.

154. With respect to the content of CPRs, one speaker suggested that the narrative should be better linked with the budget and that the priority activities for general resources and supplementary funding should be identified. Another speaker said that the situation analysis was more descriptive than analytical and provided insufficient information on national and external resources. The section on lessons learned could provide more details on the mix of strategies. Decentralization and the UNICEF role in the process should be analysed in more detail.

155. The Acting Deputy Executive Director, Programmes, agreed that the contents could be improved and that lessons learned often could be better presented to define UNICEF assistance roles. However, there were other important background documents which addressed those issues. In addition, the secretariat was taking a broader view of the macroeconomic and social development context.

156. A delegation expressed concern about programme support costs in a number of the CPRs being submitted to the Board. Different approaches were used in

different CPRs, raising questions about actual costs at the country level. When the figures were transparent in quantitative terms, the level of programme support costs was high, as in Afghanistan, Ghana and other countries, where one in four dollars was for programme support. This was in addition to the administrative and programme support budget. For these reasons, the delegation endorsed the management study recommendation that the administrative and programme budgets of country offices be integrated.

157. The speaker also raised questions about the specific mix of strategies used in the country programmes; more would be needed in this area to comply with decision 1994/A/8 (E/ICEF/1994/13/Rev.1). The CPRs should discuss the specific mix for each country, what emphasis should be given to programme priorities and what were the reasons for that emphasis in the context of each country. In addition, in its efforts to achieve the goals for 1995 and the year 2000, UNICEF should not overlook the importance of achieving programme sustainability.

158. The Acting Deputy Executive Director, Programmes, said that UNICEF already was working to harmonize budget cycles and presentations and to show the relationship between programming and staffing.

Africa

159. The Executive Board had before it 7 full CPRs from Africa, 10 short-duration recommendations, 7 recommendations for additional resources to fund already approved programmes, and 2 recommendations for supplementary funds for already approved country programmes ("stand-alone" recommendations), as summarized in E/ICEF/1995/P/L.10 and Add.1. The Regional Directors for Eastern and Southern Africa and West and Central Africa gave brief overviews of the CPRs. Presentations also were made by the UNICEF representatives for Uganda and Burkina Faso.

160. With regard to the Uganda country programme, one delegation stressed the need to support the Government's decentralization process. Another delegation raised a query as to what proportions of resources were allocated to service delivery and capacity-building. The representative replied that 60 per cent was allocated to service delivery and 40 per cent to capacity-building. One delegation commended the move from a vertical to an integrated approach to country programming and stressed that close interministerial coordination was a prerequisite to the success of the programme. In addition, an integrated approach required long-term planning and highly focused monitoring. The same delegation also requested details of funding sources and ways in which capacity-building in health services could be strengthened at the district level as part of decentralization. The delegation suggested that the country office's annual reports be used to report on the implementation of supplementary funds instead of preparing separate reports for donors.

161. The report on the field visit to Uganda (E/ICEF/1995/CRP.16) was introduced by one of the participants. The speaker commended the commitment of Uganda's political leadership as each district has formulated its own programme based on the country programme. The importance of linkages between sectoral programmes and the need to promote a sense of local ownership in the programme was emphasized. It was underscored that UNICEF had a major advocacy role, particularly in addressing harmful traditional practices and the prevention of HIV/AIDS. The geographical disparities between the north and south were noted, and UNICEF was urged to focus on disparity reduction as a major strategy of the new programme. Sectoral and intersectoral coordination with NGOs and other donors, under government auspices, should be strengthened. The representative responded that not only was UNICEF active in coordination of sectoral policy issues, but also was collaborating with WHO in the Sick Child Initiative and with the World Bank in strengthening district health services. With regard to monitoring and evaluation, the same delegation said that community participation in meetings at the district level would help to promote empowerment. More frequent visits to the field should be made by senior staff. Referring to the evaluation plan, the representative said that the master plan of operations

contained more detailed provisions and outlined UNICEF involvement at the district level.

162. A speaker commended the participatory approach of the Uganda country programme process and requested clarification on the coordination of the country programme committee. The representative replied that the Government organized the committee. The same delegation also said that there was no reference in the CPR to the roles of such other partners as United Nations agencies. The strategy mix, with its focus on integration of gender and health, was welcomed. The representative said that UNICEF was participating in the Government's formulation of a CSN and that the UNICEF programme process was being used as a model for inter-agency collaboration. In response to a query on UNICEF involvement in combating HIV/AIDS, the representative said that UNICEF was an active member of the National AIDS Commission and supported activities related to the reproductive health of youth. The same delegation stressed that UNICEF should be involved in the implementation of the Convention on the Rights of the Child. The representative affirmed UNICEF involvement in advocacy for child rights.

163. Regarding the country programme for Eritrea, one speaker praised the programme for its application of lessons learned during past programme cooperation and its increased focus on capacity-building and community empowerment. However, more analysis was required on the impact of decentralization on UNICEF-assisted programmes. The regional director agreed and said that UNICEF would cooperate closely with the Government and provincial authorities in this analysis. The decentralization process would be analysed through the annual programme reviews. The same speaker welcomed the focus on female circumcision and reducing the high maternal mortality rate (MMR), but queried the omission of abortion as a cause of maternal mortality.

164. Concerning the CPR for Madagascar, one delegation commended its more focused and strategic approach as compared with the activity-based approach of the past. However, there was a query as to whether the pilot project on nutrition had been evaluated. The regional director confirmed that the project had been evaluated and, as a result, health, environmental and nutrition education had been introduced into the school curriculum. The same delegation welcomed the launch of the National Plan of Action for Social Recovery, but said that UNICEF, in supporting the plan, would need to maximize the impact of its limited financial resources and make strategic choices. Clarification was sought on the programme support costs and the allocation for emergency services. The regional director explained that programme support costs had been integrated into the budget of the sectoral and supporting programmes. The planning and social statistics programme included emergency preparedness, with the objective of developing an early-warning system and capacity-building in areas affected by cyclones, drought and flooding.

165. Another delegation praised the programme for its focus on the priority needs of the country and its consideration of donor recommendations. In addition, links between sectoral and intersectoral programmes at the grass roots have improved the prospects for replicability. However, the speaker expressed concern about the viability of the Bamako Initiative, suggesting that the Initiative was not fostering solidarity between both the sick and healthy members of a community. Communities should be given an opportunity to choose between different approaches to the Initiative. In addition, UNICEF should separate the management of cost-recovery for drugs from that of financing medical consultations. The Bamako Initiative had been presented with no assessment of possible constraints in the light of the Government's policy on decentralization. The regional director said that the Bamako Initiative was still evolving and that the programme would be monitored. The same delegation noted that there were no concrete statements on cooperation with donors and other agencies. Another speaker said that the situation analysis was more descriptive than analytical and the mix of strategies had not been articulated sufficiently.

166. A delegation welcomed the clear strategic focus on capacity-building and empowerment in the Mauritius country programme, but sought clarification on the participation of bilateral donors in the country programme preparation exercise. The regional director replied that informal consultations had been held with France and the United Kingdom. The same delegation requested information on indicators and outputs against which UNICEF would measure its performance. The regional director explained that a monitoring and evaluation table was part of the programme plan of operations and provided monitoring indicators for each project objective together with the source of data. To a statement that programme support costs had not been included in the documentation, the regional director said that these costs were covered by the project on "programme management and monitoring" in the social policy development, advocacy and monitoring programme. Programme support costs for 1996-2000 would be \$550,000, or 7 per cent of the total.

167. The shift from an activity-based to a strategy-based approach in Swaziland was welcomed by one speaker, who said, however, that the strategy needed to be better defined in terms of the strategies presented in the multi-donor evaluation. Responding to a query, the regional director said that a CSN would be developed in 1995 as a "national development strategy note". United Nations agencies, NGOs and communities would participate through the Government's consultative process. The speaker also asked if the monitoring and evaluation plan would include a review of strategies and the appropriateness of their mix. The regional director stated that a task force had been established, with the participation of the Central Statistics Office, to monitor the programme and that there would be a review of activities, strategies and the appropriateness of the strategic mix. Lastly, the delegation noted the need to link nutrition education with the management of family resources. The regional director replied that nutrition was a complex problem and that there were other contributing factors. UNICEF would focus on disparity reduction in access to services. In addition, it would strengthen links with United Nations agencies and bilateral donors addressing the problem of household poverty.

168. One delegation addressed the continuing emergency conditions in Angola, stating that in spite of the peace accord, security was still a problem and that there were still many refugees and internally displaced people. The speaker asked if UNICEF was involved in land-mine clearance and the regional director explained that UNICEF was involved in advocacy to raise awareness on the dangers of land-mines but not actual clearance.

169. Regarding the country programme for Burkina Faso, one speaker said that its intersectoral programme approach was in accordance with the Government's priorities. A member of the Executive Board team that had visited Burkina Faso praised the Bamako Initiative and its empowering effect on local communities, but said that the shortage of human resources was severely affecting the delivery of health services. In addition, female genital mutilation was a serious problem and social mobilization efforts were directed at eliminating the practice. Another delegation welcomed the intersectoral approach and the emphasis on empowerment of communities, especially women. The speaker requested more information on how women were being empowered not only to join the work force, but also to participate in community development. The UNICEF representative reiterated that the emphasis of government policy was on improving the economic and legal status of women. Women's empowerment was promoted through credit programmes and women's networks which provided education in life skills.

170. Two delegations said that the country programme for Ghana was the result of extensive consultations and collaboration between the Government and United Nations agencies. A delegation asked how the Convention on the Rights of the Child would be used as a framework for the country programme and within the region. The regional director said that the Convention provided the framework for the Ghana programme, but representatives from the region would discuss UNICEF support to countries in this regard at a meeting to be held in Chad in April. Speakers also requested more information on strategies, evaluation and the proportion of the programme budget which would cover programme support

costs. With regard to strategies, the regional director replied that empowerment, capacity-building and service delivery were all interdependent. The criteria for programme evaluation were elaborated in the master plan of operations. Programme support costs represented 23 per cent of the programme budget. The same delegation asked how activities for the acceleration of the mid-decade goals related to the country programme and how their sustainability would be addressed. Lastly, there was a query as to how UNICEF analysed the impact of its programme activities on progress to achieve the national goals.

171. See the annex, decision 1995/9 for the recommendations approved by the Executive Board.

Asia

172. The Executive Board had before it five recommendations for full country programmes, two recommendations for additional general resources to fund already approved country programmes and one recommendation for supplementary funds for a subregional communications project, as outlined in E/ICEF/1995/P/L.10 and Add.1. The Regional Directors for East Asia and the Pacific and for South Asia introduced the CPRs, and presentations were made by the UNICEF representatives for Bangladesh and Viet Nam. The UNICEF representative for Myanmar also responded to questions during the discussion.

173. A number of delegations expressed appreciation for the quality of the programme recommendations for China, Indonesia, Myanmar and Viet Nam. More information was requested on UNICEF collaboration with other United Nations agencies in HIV/AIDS control programmes. The regional director replied that in Myanmar and Viet Nam, UNICEF-assisted activities were part of joint programmes of United Nations agencies. Collaborative efforts also focused on the border areas of the Lao People's Democratic Republic, Myanmar and Thailand.

174. Regarding the recommendation for China, one delegation praised the harmonization of the programme cycle with those of UNDP and UNFPA, but stated that the objectives were too broad. The delegation asked how UNICEF would be able to focus on selected locations with the greatest needs and at the same time support programmes with national coverage which addressed all 10 goals in the NPA. The speaker asked how programmes related to advocacy, capacity-building and empowerment would evolve and what effect government decentralization would have on UNICEF work. Would UNICEF be working only with the Government or in collaboration with NGOs as well? In addition, clarification was sought on the programme support costs of \$11 million, which were higher than in the last country programme cycle.

175. The regional director explained that with decentralization, UNICEF would be working more closely with local governments. UNICEF would continue its collaboration with the All China Women's Federation, which was a major partner at the local level. He added that he would respond subsequently to the other questions, as they would require further research.

176. A delegation said that the Indonesia country programme clearly reflected the situation and the priorities of that country. Speakers requested more information on programmes for children in especially difficult circumstances and the country programme's subregional focus, asking specifically whether UNICEF would include the eastern provinces. The regional director said that the component for children in especially difficult circumstances focused primarily on child labour and street children. Although the percentages of children affected might be small, the numbers were significant and the problem was increasing. The country programme did include some eastern provinces. A speaker referred to the problem of coordination during the last programme cycle and asked if this was the explanation for the underexpenditure of 20 per cent in the past country programme. The regional director said that the figures before the Board were the latest available at the time the document was prepared, but since then implementation has reached about 93 per cent of general resources. Much had been done in the area of community organization and development,

particularly through UNICEF collaboration with the Family Welfare Movement. This collaboration would continue and be intensified in the new programme.

177. A number of delegations commended the Viet Nam country programme, including its focus on the education of girls and women; the water supply and sanitation programme, including pump maintenance and support to 142 poor districts; and social mobilization and community participation. Another speaker cited the importance of family empowerment, convergence of services and collaboration with the private sector. One delegation applauded the establishment of a separate project for child rights.

178. A speaker asked how UNICEF addressed the issue of decentralization in planning. Another delegation asked how UNICEF determined the amount for supplementary funding and what would be the result if the full amount requested was not received. The representative explained that the amount proposed for supplementary funding was based on fund-raising and implementation performances over the past few years. In the event of a shortfall in supplementary funding, the emphasis would be determined in consultation with the Government. If that were to happen, UNICEF would advocate that priority be given to improving the health infrastructure in poor areas. Commenting on HIV/AIDS, he said that UNICEF was working closely with UNFPA and WHO to develop health education materials for schools.

179. The comprehensive programme approach in Myanmar, focusing on the grass roots, indigenous people and sustainability, was commended by one delegation. Another delegation expressed appreciation to the representative for facilitating a visit of resident diplomatic missions in Myanmar. The visit complemented the documentation and facilitated understanding of the strategic choices made in the programme. The emphasis on service delivery was justified in the light of the current situation of women and children. One delegation suggested that activities for the control of iodine deficiency disorders (IDD) be supported from general resources rather than supplementary funds. The representative assured the Board that IDD control would be given high priority and be supported by sufficient general resources. The objective was to iodize all salt and create a demand for it. If supplementary funds were obtained, they would be used for trials of double fortification of salt with iodine and iron and for acceleration of programme implementation.

180. One speaker said that the Board's concerns had been reflected in the new country programme, and a number of delegations welcomed UNICEF collaboration with NGOs, which would strengthen the capacities of disadvantaged groups and advance their participation in development. In response to a question, the representative identified constraints to reaching target groups, particularly ethnic minorities, including: poor access to some locations in adverse weather conditions; the underdeveloped health infrastructure; and the paucity of front-line workers. However, the situation should improve as the job descriptions for front-line workers were refined, the health infrastructure improved in the States, collaboration with NGOs progressed and capacity-building and advocacy for the rights of the child came into fruition. Speakers also suggested that UNICEF encourage further involvement of international NGOs in the country so that their relevant experiences could be used to meet the basic needs of children. Commenting on HIV/AIDS control, the representative said that UNICEF was collaborating with WHO through the National Communication Centre on curriculum development and through services for women and youth on HIV/AIDS, prevention of sexually transmitted diseases (STDs) and reproductive health.

181. One delegation asked about the additional general resources being requested for Myanmar since an allocation for the same amount had already been made from global funds. The same speaker commended the reference to the Convention on the Rights of the Child in the presentation of the recommendation, saying that a project on child rights had been established in the new programme. A number of delegations welcomed UNICEF efforts in empowering women, especially at the community level, through education and skills training. Several delegations also stressed the importance of continued programme assessment not only of

implementation, but, equally important, of the lessons learned in terms of sustainability and capacity-building.

182. A few delegations expressed concern about the political and human rights situation in Myanmar. However, other speakers stressed that the Executive Board was not the proper forum to address human rights violations and that UNICEF cooperation should not be politicized.

183. One speaker commended the overview by the Regional Director for South Asia and highlighted the importance of the Convention on the Rights of the Child, the priority given to gender issues and UNICEF partnership with the South Asian Association for Regional Cooperation (SAARC). Efforts on behalf of the Convention could be coordinated with the promotion of the Convention on the Elimination of All Forms of Discrimination Against Women. The regional director replied that the UNICEF focus on the relationship between the two Conventions was based on an examination of historical evidence from developed countries; indications were that children's rights could not be satisfied without first guaranteeing women's rights and equity. The region was giving this relationship more attention than in the past.

184. Delegations from countries to be served by the subregional communications project on the "Meena" series expressed strong support for this initiative. One speaker said that the project had great potential for replication in other countries where issues of the girl child needed to be addressed. The materials could be suitably adapted to each country, and with the involvement of the private sector and NGOs, the project could be integrated into programmes in other countries, especially in the Middle East and North Africa. One delegation expressed concern that participating Governments had not been consulted during the preparation of the proposal for expansion of the "Meena" project. The regional director said that the plans for expansion had evolved through a consultative process involving technical departments and ministries. He agreed, however, that a more intensive process of consultation with more key officials was necessary for successful expansion of the project. Consultations were scheduled to be held at regional and country levels.

185. One delegation said that Bangladesh had achieved notable success in universal child immunization (UCI), primary health care (PHC) and safe drinking water. Several speakers commended the presentation made by the UNICEF representative and expressed appreciation for the various components of the programme. The analysis of the lessons learned in the CPR was seen as informative and analytical, indicating that the programme had responded to the needs of the country.

186. Several delegations commented on the shift in emphasis from health and nutrition to education, with most appreciating the high priority being given to education. However, one speaker, while agreeing with the shift in emphasis, felt that a better case could have been made in the CPR for this strategic shift. Given the prevailing high MMR, another delegation stressed that health should continue to be a high priority. The representative said that, in fact, the amount of resources allocated to health and nutrition had not been reduced in the new programme; the increase in resources for education had created an apparent shift in emphasis. Education was being looked at in its widest sense as an essential supportive strategy for other components, including nutrition, sanitation and health.

187. One speaker noted that the emphasis on education in the Bangladesh programme was in line with the priorities of other countries in the region. Several delegations commented on the country's success in programmes for immunization, women, water supply, voluntary organizations and community groups. They emphasized, however, that formidable challenges remained, including the problems of the urban poor, maternal mortality and children in especially difficult circumstances. One delegation asked if any information was available on the trafficking of children and women. The representative responded that no systematic information was available, although a small-scale survey had revealed

this to be a problem. UNICEF was working with research organizations to estimate better the nature and extent of the problem.

188. Several delegations referred to various efforts in the area of maternal health. Some speakers indicated that they had received information from the country level that programmes were suffering from a lack of coordination among various donors who were promoting different strategies. Another delegation, however, said that the programmes were going well and merited further support. The representative indicated that there were several different efforts to address maternal mortality and improve obstetric care. These efforts had arisen from unsuccessful efforts over the past 20 years that had focused on the training of traditional birth attendants (TBAs). This focus was now seen to be an incorrect strategy and, as a result, the Government had decided formally to incorporate new initiatives into its programme.

189. Several delegations praised the Government's efforts, within the context of UNICEF cooperation, to increase the participation of voluntary groups and communities and to decentralize the planning process. One delegation asked if the efforts to decentralize planning and implementation through the accelerated district approach were sustainable in view of the limited capacity that existed at lower levels. The representative stated that UNICEF was helping to introduce appropriate technology and approaches in five districts; this effort would be expanded, thus creating stronger capacity. One speaker reiterated that the Government was committed to a bottom-up planning process.

190. One delegation inquired about the impact of the support to salt iodization in Bangladesh. The representative replied that the level of salt iodization was surveyed regularly and results indicated that the availability of iodized salt had increased from 20 to 35 per cent, which was still below the interim target level of 50 to 60 per cent. Further progress could be made through a government ban on the importation of non-iodized salt, and a decision was awaited from the Government. UNICEF also was working on this problem at the regional level through SAARC and had been involved in the formulation of a draft protocol on the banning of imports and exports of non-iodized salt.

191. A speaker commended efforts to tackle the problem of child labour, but said that the allocation of funds in the country programme for this effort was insufficient. The representative explained that the programme had adopted a strategy of gradually eliminating child labour through the introduction of compulsory primary education. The idea was to target children aged five and six years. This strategy also recognized, however, that non-educational incentives were required to keep children in school, as poverty forced children into labour. UNICEF supported Government efforts to provide incentives through the food-for-education programme. In addition, UNICEF was helping the Government in a dialogue with the private sector so that children would be withdrawn from hazardous forms of labour and the prevention of child labour would evolve.

192. Several delegations expressed concern about the problem of nutrition in the region and asked whether UNICEF cooperation could meet this challenge. The regional director said that nutrition was a major concern throughout the region and that UNICEF was taking the challenge very seriously. Good nutrition depended on three elements - food security, care and health - and therefore required a multisectoral initiative. By emphasizing education, the Bangladesh programme was accelerating progress towards more satisfactory child nutrition. In Bangladesh, nutrition programmes were closely coordinated between the World Bank and UNICEF. At the regional level, UNICEF had taken the first steps to launch an initiative that would involve a broad range of partners and networks.

193. See the annex, decision 1995/9 for the recommendations approved by the Executive Board.

Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

194. The Executive Board had before it four full CPRs as summarized in E/ICEF/1995/P/L.10 and Add.1, which were introduced by the regional director.

195. Two delegations questioned the feasibility of the development component of the Afghanistan country programme given the volatility of the situation in that country. Despite plans for development activities, all programme expenditures in the past had been devoted to emergency services. In addition, programme support costs were high, at 24 per cent of total expenditure. The regional director said that the situation would be assessed through mid-term and annual reviews. The high programme support costs were necessary because of the emergency situation, but it was anticipated that they would be reduced gradually when support functions had been consolidated within the country.

196. According to another delegation, the programme should be subnational rather than national in coverage. The regional director confirmed that the programme had a regional focus in the three regions that were relatively stable. To a suggestion that the country office should be located in one of those regions instead of Peshawar, Pakistan, he said that staff security had to be considered. Whenever possible, international staff had worked in Kabul and UNICEF planned to place as many staff as possible within the country. Offices equipped with underground bomb shelters were one element of security.

197. One speaker stated that conditions had deteriorated in Armenia and Azerbaijan and expressed support for the recommendations for both countries. Given the modest amount of resources available, one delegation asked if the programme in Armenia would be able to address the needs of refugees and internally displaced people. The regional director replied that these people received support through the joint United Nations emergency appeal and not from general resources. A delegation said that the data on Armenia's GNP per capita included in the CPR were not current and that the wording on the Nagorny Karabakh conflict was incorrect. The regional director said that statistics were being updated and would be included in documentation as soon as it was available. In future, references to Nagorny Karabakh would be in compliance with the terminology used by the United Nations.

198. Another delegation asked about the similarity in general resources funding levels for Armenia and Azerbaijan, despite the latter's high child population and U5MR. The regional director said that all countries that were members of CIS had an annual general resources level of \$1 million. Larger amounts of additional funds had been received through the inter-agency emergency appeal for Azerbaijan. The balance between development and emergency activities was achieved through an adaptive programme approach. For example, immunization had both short- and long-term objectives. Emergency programmes usually had a high supply content and development programmes had higher capacity-building and advocacy components.

199. Delegations commented favourably on UNICEF work in Romania, specifically the multi-donor video production and the family-based and teacher/child learning models, as well as the effective use of data and analysis for policy formulation. One delegation thought that the objectives were overly ambitious in terms of impact. The regional director replied that although there was a shift from the earlier focus on rehabilitation, the programme strategy was realistic in view of the partnerships that UNICEF had fostered at all levels. One speaker said that further efforts were necessary to de-institutionalize child care, particularly for children with special needs. The regional director said that the number of institutionalized children gradually was decreasing. The United States, in particular, has made important contributions to this process.

200. A speaker said that the secretariat had acted prematurely in including certain countries in this region, especially in the light of ongoing informal consultations on the composition of the region and the location of the regional office. Several delegations requested more information on the allocation of UNICEF resources among all regions for the period 1995-2000. One delegation proposed that a report on regional programme development be prepared for discussion at the annual session. The same delegation suggested that countries should be presented within their region according to the size of UNICEF financial resources allocated rather than in alphabetical order. Formats for those proposals had been circulated informally for consideration by Board members and the secretariat. The delegation requested a response from the secretariat to questions raised at recent formal and informal meetings, particularly those raised by countries within the region.

201. The Acting Deputy Executive Director, Programmes, said that the "round-up" document (E/ICEF/P/L.10 and Add.1) contained some of the information requested on the allocation of resources. However, the Executive Director's report, which will be discussed at the annual session, would provide a more complete picture. The secretariat also agreed to provide further background information on the application of the criteria for the allocation of general resources.

202. See the annex, decision 1995/9 for the recommendations approved by the Executive Board.

The Americas and the Caribbean

203. The Executive Board had before it three recommendations for short-duration country programmes, two recommendations for additional general resources to fund already approved programmes and one recommendation for supplementary funds for an already approved country programme, as summarized in E/ICEF/1995/P/L.10 and Add.1. The Regional Director for Latin America and the Caribbean presented the CPRs and gave an overview of recent social and economic developments in the region. These included follow-up actions on the Convention on the Rights of the Child, ratified by all countries in the region; innovative advocacy approaches related to efforts to achieve national goals; and mobilization of resources. UNICEF was working with Governments and the public to ensure that the Convention was taken into account in the design of policies for children.

204. Referring to the report on regional developments (E/ICEF/1995/P/L.5), several delegations acknowledged that the region's macroeconomic indicators had improved, but expressed concern that these indicators did not adequately reflect deteriorating social conditions. One speaker said that it would be difficult to sustain achievements at a time when aid flows were being reduced and government expenditures on the social sector were limited by structural adjustment policies and the burden of external debt. Another delegation referred to the challenge of sustaining economic reform, the democratization process and improvements in social conditions. Some delegations expressed their appreciation for UNICEF support through the Special Adjustment Facility for Latin America and the Caribbean. Two speakers stated that legislative reform had been initiated in their countries as a follow-up to ratification of the Convention.

205. See the annex, decision 1995/9 for the recommendations approved by the Executive Board.

Middle East and North Africa

206. The Executive Board had before it one full CPR, as summarized in E/ICEF/1995/P/L.10 and Add.1. The Regional Director for the Middle East and North Africa gave a brief overview of developments in the region and introduced the CPR.

207. Two delegations expressed support for the country programme for the Syrian Arab Republic. It was stated that as a result of UNICEF cooperation, that country had achieved concrete results, including increased immunization

coverage, no reported cases of polio since 1983, wide use of iodized salt and participation by grass-roots organizations in programme delivery. One delegation pointed out that Palestinian women and children living in the Syrian Arab Republic also benefited from the programme. Two delegations emphasized that contributions to humanitarian programmes should not be based on political considerations.

208. Another speaker endorsed the programme's emphasis on achievement of the mid-decade goals, which, however, should not undermine the sustainability of programmes. Programme support costs, at 20 per cent, were found to be too high. The regional director replied that the figure covered both travel and equipment for the new area-based programmes; it was a planning figure and the entire amount might not be needed. The same delegation said that collaborative efforts between the United Nations Relief and Works Administration for Palestinian Refugees in the Near East (UNRWA) and UNICEF would improve the overall impact of programme delivery. The regional director stated that UNICEF works closely with UNRWA and that she would provide more details at the annual session, when the Executive Board will discuss programmes for Palestinian children and women.

209. It was proposed by one delegation that the "Meena" subregional communications project used in South Asia be adapted for advocacy on the situation of the girls and women in this region. Morocco's progress in the education of girls also was highlighted.

210. One speaker said that he had been astonished by the statements made about Algeria in paragraphs 6, 10, 12, and 14 of the report on regional programme development (E/ICEF/1995/P/L.8). He stated that those paragraphs described the situation of children in Algeria inadequately, and that neither the competence nor mandate of UNICEF allowed it to make statements on the political situation in a sovereign State. He said that the statements made were incorrect and that they were based on incorrect data. They showed inadequate knowledge of the history, geography, statistics and the reality in Algeria. Furthermore, the document did not mention the progress made by Algeria in improving child health and nutrition since 1980, a fact that was damaging to UNICEF. Thus, he challenged UNICEF to verify the facts of the last 20 years. He also requested the secretariat to make the necessary corrections and to present it at the annual session in May.

211. As a follow-up, the President requested that the secretariat take the necessary measures and reflect these in the report of the session. The secretariat subsequently clarified the situation as follows. Algeria, after years of steady progress in the social sector, is presently facing a difficult economic situation that has a negative impact on the lives of children. Recent agreements with the International Monetary Fund and the World Bank and the structural adjustment programme have gravely affected the economic situation. As a result, budget cuts have affected social services and the Government is finding it increasingly difficult to procure vaccines, medicines and other essential medical supplies with foreign currency. Algeria, once in the forefront of child survival efforts, had managed to halve its infant mortality rate (IMR) in less than 10 years. The latest data provided by the Algerian National Statistics Office confirmed the steady reduction of IMR from 82.1 to 42.4 per 1,000 live births between 1980 and 1990. UNICEF acknowledges the efforts made in the past and recognizes the fact that the present economic difficulties and the general situation in the country may hamper the Government's tremendous efforts to achieve the mid-decade goals and to maintain a high standard of social services for children.

212. See the annex, decision 1995/9 for the recommendation approved by the Executive Board.

C. Reports on field visits by Executive Board members to Africa and Asia

213. The Executive Board had before it the reports of the two teams of Executive Board members who visited Africa (Burkina Faso and Uganda) (E/ICEF/1995/CRP.16) and Asia (India and the Lao People's Democratic Republic) (E/ICEF/1995/CRP.16/Add.1).

214. A member of the team that visited Burkina Faso and Uganda reported on those visits during the discussion of the relevant CPRs (see paras. 161 and 169 above).

215. A member of the team that visited Asia reported that in the Lao People's Democratic Republic, the team had been briefed intensively both by UNICEF and by government counterparts. They had seen many projects, including ones for immunization, education and women. In India, among many impressive projects the team had noted progress towards the empowerment of teachers and the involvement of women in water supply and sanitation initiatives. The team had not had a leader and all members had participated equally. For more specific comments on the visit, delegations could read the report prepared by the team.

216. The same speaker added that in the light of the team's experiences on the visit to Asia, the terms of reference for field visits should be revised. The Board should take more seriously the conclusions of the teams and evaluate the visits.

217. A member of the team that visited Africa said that field visits were essential for the Board's work because they allowed members to see the activities of country offices involved in programme implementation. The Board should pay closer attention to the situation of country offices during its discussions on the management study. Some country offices lacked sufficient equipment. There was room for further coordination between regional and country offices. Some members believed that teams should spend all their time on such a visit in the field, but there should be a balance with protocol-related activities as these provided an opportunity to meet authorities and obtain and impart information.

218. Another participant agreed, saying that the visits were positive and fruitful. Her team had spent six days in India, despite the size and complexity of the country and the UNICEF programme, and eight days in the Lao People's Democratic Republic. In India, the team had to form three subgroups to cover as much as possible. Closer consideration should be given to the amount of time spent in each country.

219. It was suggested that representatives of developed as well as developing countries participate in future field visits. A participant said that teams should have access to the facilities necessary for their work, particularly with regard to local offices. It also was suggested that there be a wrap-up meeting between team members and government counterparts at the end of the visit so that the team's insights could be shared.

220. There was a brief discussion about revising the terms of reference for the field visits in the light of the experiences to date. Several delegations suggested that the Board needed to update the terms of reference given the fact that in some cases the visits had not been well prepared and the mandate not respected. The Executive Board took note of the reports of the field visits.

D. Report of the UNICEF/WHO Joint Committee on Health Policy on its session held in Geneva on 30 and 31 January 1995

221. The Executive Board had before it the report of the thirtieth session of JCHP, held in Geneva on 30 and 31 January 1995 (E/ICEF/1995/P/L.9). The President, who had chaired the meeting, introduced the report. He said that the

session had been designed to review progress made towards the mid-decade goals and to review work for the goals for the year 2000. JCHP had reached a consensus on the indicators to be used for measurement and how they would be measured. In addition to the goals, JCHP had focused on health systems development in a decentralizing situation (including options for improving district health systems) and the complementarity of UNICEF and WHO in emergency situations.

222. Because the document on the UNICEF health strategy was not available, the Committee's deliberations had focused on the principle of and procedure for addressing policy papers. An informal meeting of several JCHP members and representatives of the two secretariats had reached the following conclusions, which subsequently were endorsed by the Committee:

- (a) The World Health Assembly is the body which establishes health policy for countries as well as international organizations;
- (b) National-level coordination is the responsibility of Governments;
- (c) The role of JCHP in reviewing such papers is to serve as a forum for the exchange of views and to provide comments, rather than to assume a clearance function;
- (d) The views of WHO and its Executive Board would always be welcomed.

223. On behalf of the Director-General of WHO, a Vice-Chairman of the World Health Assembly and member of JCHP addressed the Executive Board. He stressed that the work of UNICEF and WHO must be mutually reinforcing, in accordance with their respective governing bodies. With regard to the UNICEF health strategy paper, he stressed the need for formal, substantive discussions between WHO and UNICEF before the paper was submitted to the UNICEF Executive Board.

224. Several delegations expressed concern about the consultation process followed during preparation of the health strategy paper, emphasizing the need for a coherent, commonly shared strategy which did not duplicate the work of other United Nations agencies. They requested that there be a broad, substantive consultation process before the health strategy and other policy papers were presented to the Executive Board. The secretariat responded that UNICEF attached great importance to its close collaboration with WHO and made efforts to review its health strategy with them and other United Nations partners. Despite those efforts, there had been inadequate consultation. A speaker asked delegations to remember that there must be a realistic time-frame for such consultation processes. The secretariat responded that such a process had already taken place for the strategy papers on education and water and environmental sanitation and that it would be followed for the strategy papers on health and emergencies, while maintaining realistic time-frames.

225. Addressing other issues discussed in the report, one delegation cited the importance of the JCHP discussion on health systems, emphasizing the need for a sound analysis of the role of the private sector. Another delegation said that the meeting was too strongly goal- and target-oriented and expressed concern that issues of sustainability had not been adequately addressed. The secretariat replied that a goal orientation in UCI efforts had resulted in sustained immunization levels since 1990 for much of the world.

226. The Executive Board took note of the recommendations of the JCHP contained in document E/ICEF/1995/P/L.9 and recommended that the secretariat undertake a thorough consultation of its draft health strategy paper with WHO, the World Bank, UNFPA, and others in preparation for submission to the Executive Board. (See the annex, decision 1995/10 for the text of the decision adopted by the Executive Board.)

E. UNICEF follow-up to the International Conference on Population and Development held in Cairo in September 1994

227. The Executive Board had before it a report identifying priority areas for UNICEF in the follow-up and implementation of the ICPD Programme of Action (E/ICEF/1995/12 and Corr.1). The Acting Deputy Executive Director, Programmes, introduced the report and highlighted the major areas of UNICEF follow-up action. These included reducing maternal mortality; making family planning information and services widely available; programming for youth and women's reproductive health; basic education, emphasizing the reduction of gender disparities; enhancing the role and status of women; and increased collaboration and partnership with UNFPA, WHO and other relevant partners. He corrected an error in paragraph 7 of the report, indicating that a reference to "promoting a small family norm" had been deleted.

228. A representative of UNFPA addressed the Board, expressing that agency's strong support for the UNICEF paper, which corresponded to and complemented the UNFPA approach. She welcomed new opportunities for UNFPA partnership with UNICEF in new areas, in particular the emphasis on eliminating female genital mutilation, responding to the reproductive health needs of adolescents and addressing reproductive health in emergency settings. She outlined the four working groups formed by the ICPD task force which focus on basic education, social policy, women's empowerment and common data/monitoring systems. UNICEF had agreed to lead the latter.

229. Most delegations stated that UNICEF had an important role to play in the follow-up to ICPD and appreciated its willingness to play such a role. However, many delegations expressed dissatisfaction with the report, stating that it failed to go into adequate detail on the specific strategies and operational action that UNICEF will take, including the percentage of its budget to be allocated to activities promoting women, youth and basic education. Several delegations took exception to the recommendations in the paper that UNICEF follow-up to ICPD follow earlier policy papers instead of providing a more reflective reassessment of past strategies in the light of the progress made at ICPD. In suggesting this, they said their intention was not to reopen decisions taken at ICPD, but rather to elaborate further strategies for UNICEF implementation of the ICPD Programme of Action.

230. The secretariat replied that while it is still developing strategies and interventions in the area of sexual and reproductive health, programming in this area largely reflected the ICPD Programme of Action. Examples in ongoing country programmes included strengthening of antenatal, post-natal and obstetric care, school health education, health education through youth organizations, partnership with mass media, "youth-friendly" health services and the prevention and low-cost treatment of STDs.

231. There were a number of comments on the need for a clearer articulation of how United Nations agencies will collaborate and coordinate their activities at both global and national levels, and for more detailed discussion of the particular role of UNICEF within broader follow-up efforts. One delegation suggested that a joint paper be prepared to include the respective roles of the various agencies under the umbrella of the Inter-Agency Task Force on ICPD Follow-up. Two delegations requested information on UNICEF preparations for the Fourth World Conference on Women and suggested that UNICEF play a bridging role between Cairo and Beijing. The secretariat cited its strong operational partnerships with the WHO Division of Family Health and Global Programme on AIDS, UNFPA, UNDP and the World Bank, as well as a host of other technical institutions.

232. Delegations said that elements of the Programme of Action were missing from the UNICEF report, including reproductive rights, the role of the family, migration issues and a thorough discussion of education. Several delegations

were dissatisfied with the absence of any discussion of abortion in the report, while others stated their opposition to any UNICEF involvement in abortion. The secretariat stated that the UNICEF emphasis on delaying adolescent sexuality, preventing early pregnancy and providing access to family planning information and services contributed to a reduction in the number of abortions. Efforts to strengthen district hospitals would facilitate proper treatment of health complications of abortions, a major cause of maternal mortality.

233. One delegation referred to the consensus that had been reached at WSSD in Copenhagen in favour of the 20/20 initiative, under which interested developed and developing country partners would commit themselves to allocating, on average, 20 per cent of official development assistance and 20 per cent of national budgetary resources, respectively, to basic social programmes, and added that this consensus was appropriate, as the initiative might not be universally applicable, since the needs of individual countries vary considerably. The same delegation expressed concern about the working style of UNICEF, in particular, that UNICEF would continue to advocate support for the 20/20 initiative despite the fact that such advocacy had not been authorized by the Executive Board.

234. One delegation noted the absence of any discussion of TBAs, to which the secretariat responded that because of increasing evidence that TBA training was not an effective use of resources, greater emphasis would be placed on ensuring that deliveries were attended by skilled nurse midwives. Another speaker said that UNICEF resources were already overtaxed in responding to the immediate needs of children and, therefore, UNICEF should not divert energy to the area of reproductive health.

235. The Executive Board requested that the secretariat present a revised version of the report at the third regular session (see the annex, decision 1995/11 for the text of the decision adopted by the Executive Board).

F. Other matters

236. One speaker said that a minister from her country had wanted to address the Executive Board on the subject of the management study and had informed the secretariat that she had to leave the meeting by a certain time in order to catch a plane. Despite this request, she had not been given the floor and had to leave without speaking. She asked for an apology from the secretariat. The Secretary of the Executive Board and the President apologized, stating that an informal consultation convened by the President had taken longer than expected. The President asked the secretariat to write to the Minister to apologize for her not being given the floor.

237. A delegation introduced a draft decision on coordination of UNICEF activities concerning HIV/AIDS, which was adopted by the Executive Board (see the annex, decision 1995/13 for the text of the decision).

238. A delegation said that the secretariat's statement that the implementation of the management review would be funded from savings had raised questions about the possibility of overbudgeting. She requested that the secretariat provide more "user-friendly" budget documents which would show all costs for country programmes, financial and administrative costs and consultancy costs. The Deputy Executive Director, Operations, agreed that the systems were too complicated, which was one of the reasons that a consultant would be engaged to work on financial systems. As a start, the secretariat was working on an integrated budget at the country level, beginning this year. The savings were not the result of overbudgeting, but of specific measures taken by the secretariat to reduce some activities in the already approved budget. Seen in context, the costs for implementation of the study amounted to 1.5 per cent of the total budget.

239. The Secretary of the Executive Board drew the attention of delegations to the draft timetables for the annual session and the third regular session and requested that comments be conveyed in writing to the secretariat, which would discuss them with the Bureau.

G. Closing of the session

240. In a written statement distributed to delegations, the Acting Executive Director said that this was a critical time of transition for UNICEF. The secretariat appreciated the support and confidence shown by Board members and was grateful for their guidance and leadership, especially on the vital subject of country programmes. (See E/ICEF/1995/CRP.20 for the full text of the statement.)

241. The President, in his comments, said that the session had shown that donors and recipients alike were passionately interested in making UNICEF an even better organization. Challenges existed in the field, where goals would be achieved, and at headquarters, where improved management would provide better service to the field and allow the best use of resources to maximize the funds available for programmes.

Part three

1995 ANNUAL SESSION

Held at United Nations Headquarters from 22 to 26 May 1995

I. ORGANIZATION OF THE SESSION

A. Opening of the session

242. The President welcomed the new Executive Director, Ms. Carol Bellamy, and congratulated her on her appointment by the Secretary-General. He also welcomed the members of the wider UNICEF family who were taking part in the annual session, including high-level government representatives and representatives of the National Committees for UNICEF and NGOs. He said that UNICEF was at the beginning of a new era, marked by the appointment of the organization's fourth Executive Director, its fiftieth anniversary in 1996 and the time-frame for achieving the mid-decade goals in 1995. In addition, through the major international conferences held in recent years, the international community had addressed issues that were vital to the well-being of children and women. It was the responsibility of the Executive Board to ensure that, as appropriate, the plans of action adopted at those conferences were translated into action for children. (See E/ICEF/1995/CRP.26 for the full text of his remarks.)

243. The Executive Director said that she welcomed the Executive Board's leadership and support, adding that the Board could count on her full cooperation. UNICEF, she said, must work to keep its momentum going through programmes and through management efforts. UNICEF must also help countries to achieve as many goals for children as possible, while remembering that reaching targets must be at the service of long-term, sustainable human development. In addition, strengthening accountability was key in all areas of the organization's work. First and foremost, the secretariat must be accountable to the Board, as well as to donors, programme counterparts, national partners, volunteers, staff and finally, to the world's children. While efficiency was crucial, problems of staff morale must be addressed and human resources development would be one of her priorities. (See E/ICEF/1995/CRP.27 for the full text of her remarks.)

B. Adoption of the agenda

244. The agenda of the session, as contained in document E/ICEF/1995/13/Rev.1, contained the following items:

- Item 1: Opening of the session: statements of the President of the Board and the Executive Director
- Item 2: Adoption of the provisional agenda and timetable and organization of work
- Item 3: Report of the Executive Director (Part I and Part II)
- Item 4: Follow-up to the World Summit for Children
- Item 5: Annual report to the Economic and Social Council (Report of the Executive Director (Part III)):
 - (a) Follow-up to General Assembly resolutions 44/211 and 47/199
 - (b) Follow-up to ICPD
 - (c) Follow-up to WSSD
- Item 6: UNICEF strategies in basic education

- Item 7: Administrative and programme support baseline budget*
- Item 8: Global funds programme baseline budget recommendation*
- Item 9: GCO:
 - (a) GCO work plan and proposed budget
 - (b) Review of GCO budget cycle
 - (c) GCO provisional report for the 1994 season
 - (d) GCO financial report and accounts for the 1993 season
- Item 10: Health strategy for UNICEF*
- Item 11: Ensuring child survival, protection and development in Africa
- Item 12: Management review: issues concerning the UNICEF mission
- Item 13: Proposals for UNICEF cooperation and programme reviews
- Item 14: UNICEF strategies in water and environmental sanitation
- Item 15: Adoption of decisions
- Item 16: Other business
- Item 17: Concluding remarks by the Executive Director and the President of the Board

245. The Secretary of the Executive Board said that at the pre-session information meeting held on 11 May, it had decided to defer consideration of the agenda items on the health strategy and the two baseline budgets until the third regular session in September. On 19 May, the Bureau had endorsed this proposal. The agenda was adopted with those amendments. A revised timetable also was adopted.

246. In accordance with rule 50.2 and the annex of the Rules of Procedure, the Secretary of the Executive Board announced the observer delegations that had submitted credentials for the session and had advised the secretariat of the agenda items in which they had a special interest. Other delegations added their items of interest orally. They were (with the agenda items indicated, if any, shown in parentheses): Albania; Algeria (3, 4, 5, 6, 11, 12, 13, 14); Afghanistan (all); Argentina; Armenia (3, 8, 12, 13); Austria (3); Bangladesh (5 (b), 6, 12, 14); Belgium (all); Benin (all); Bosnia and Herzegovina; Botswana; Bulgaria; Colombia; Côte d'Ivoire (6, 11, 12, 14); Cuba (all); Czech Republic; Denmark; Egypt; Eritrea; Estonia; Ethiopia; Fiji; Georgia; Holy See (all); Hungary; Ireland (all); Israel (13); Kazakhstan (13); Kyrgyzstan; Latvia (all); Lesotho; Lithuania (6, 12, 14); Maldives; Mexico; Moldova (13); Namibia; Nepal; Nicaragua; Niger (5 (c), 12); Nigeria; Oman; Panama; Poland; Portugal; Rwanda (4); Slovenia (4, 5, 9); South Africa; Spain (3, 4); Sri Lanka; Switzerland (3, 4, 5, 6, 9, 12, 14); Tajikistan; Thailand; the former Yugoslav Republic of Macedonia; Turkey (4, 7, 8, 12, 13); Turkmenistan (13); Ukraine; United Republic of Tanzania; Uzbekistan; Viet Nam (3, 4, 5, 12, 16); Yemen; and Zambia.

247. In addition, Palestine (13) and the League of Arab States had submitted credentials, as had UNDP (all); UNESCO (6); WHO; the Standing Group of the National Committees for UNICEF (all); the NGO Committee on UNICEF (6, 12);

* See paragraph 245.

l'Agence de coopération culturelle et technique (Agency for Cultural and Technical Cooperation) (1, 3, 4, 6, 11, 13); Bahá'í International (1, 4, 6, 11); Franciscans International; International Chamber of Commerce; ICRC (1, 3, 4, 5 (c), 11, 12, 13); International Council on Social Welfare (1, 2, 3, 4, 5, 6, 11, 12, 14, 15, 16, 17); International Council of Women; International Federation of University Women (6, 12); International Federation of Social Workers; Rissho Kosei-kai; Rotary International; and the World Union of Catholic Women's Organizations (5, 6).

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Report of the Executive Director

248. Delegations commented on a number of issues raised in the report of the Executive Director (E/ICEF/1995/14 (Parts I and II)). Speakers suggested that the report be shortened and consolidated into a more operational and "reader-friendly" format. One delegation suggested that an analysis of the application of main strategic interventions in UNICEF programmes of cooperation be included in the report in future.

249. A number of delegations addressed the issue of global goals. It was said that while goal setting is an important element of planning, it must be done within the context of strengthening systems and institutions. Because vertical approaches sometimes resulted in increased coverage without necessarily achieving the objectives of sustainable development, UNICEF should pursue a framework for integrated planning rather than project-based planning. It also was suggested that UNICEF introduce new approaches to participatory development.

250. With regard to the appropriate mix of programme strategies for UNICEF country programmes, most speakers agreed that programme strategies should be country-specific, that capacity-building at different levels and the empowerment of communities and beneficiaries lead to sustainability, and that the UNICEF role in the expansion of services is mostly catalytic. The scope of UNICEF concern should be broader with regard to advocacy and policy dialogue on children's issues as opposed to financial and technical assistance for specific programme activities. The new format for presenting CPRs to the Executive Board would reflect this approach.

251. One delegation stated that the Executive Board should attach the highest priority to the task of discussing individual CPRs and understanding precisely what needs to be done at the country level. In that context, the speaker emphasized the importance of CSNs and the need to provide developing countries with incentives to formulate them.

252. Many speakers addressed the continuing decline in donor contributions to general resources and supplementary funds. Some expressed support for the 20/20 initiative, while others said that much work still needs to be done by UNICEF and other United Nations agencies in terms of advocacy and formulating practical methods for implementing the Initiative.

253. One delegation noted that donor countries are shifting a growing part of their contributions to supplementary funds, such as emergency assistance, which they can earmark for specific projects. It expressed the view that the Executive Board's discussions on global strategy and CPRs would not have much impact on development activities if only a decreasing share of contributions was available for their implementation. The speaker strongly appealed to all donor countries to allocate more of their financial support to general resources.

254. Delegations expressed support for UNICEF advocacy efforts for the ratification and implementation of the Convention on the Rights of the Child and its use as a guide for UNICEF programme development. Speakers noted the work under way to revise programme guidelines so as to incorporate provisions of the Convention in programme development and monitoring.

255. One delegation proposed that UNICEF, the Centre for Human Rights and the Committee on the Rights of the Child study ways of improving their coordination of activities relating to implementation of the Convention, and requested the secretariat to submit a report on this study to the Executive Board.

256. Several delegations highlighted problems related to children in especially difficult circumstances, including children with disabilities, and the

importance of additional efforts to address all forms of exploitation of children and interventions for children affected by armed conflict. Some delegations called for more work by UNICEF in the area of children in especially difficult circumstances and commended plans to revise the existing policy using the protection provisions in the Convention of the Rights of the Child as the framework.

257. Many delegates put particular emphasis on the promotion of child rights, calling for efforts to combat child labour and child prostitution, especially sexual tourism. It was suggested that UNICEF place more emphasis on those issues within the larger area of youth health. Several delegations stressed the importance of strengthening approaches in the area of life skills in order to increase the opportunities for young people to change behaviours which could place their health status at risk.

258. Several delegations commented on the increased vulnerability of children due to civil strife, war and violence and on the need for an adequate response by UNICEF. At the same time, many expressed concern about diverting the limited resources and efforts of UNICEF from the main task of supporting social development and essential social services, which also help prevent emergencies that arise from social tension. Speakers mentioned in particular the tragedy of displaced women and children in Rwanda and, to a lesser degree, in Burundi. The need for maintaining a balance between emergency operations and longer-term development programmes was emphasized by many delegations, while others stressed the need for closer collaboration within the United Nations system under the auspices of DHA, and with NGOs. Speakers said that UNICEF needed to develop flexible systems for working with NGOs and grass-roots activists.

259. Many delegations stressed the importance of cooperation, coordination and avoidance of duplication of efforts by United Nations agencies, specifically within the context of General Assembly resolutions 47/199 and 48/162. Speakers said that as a result of the recent series of international conferences, UNICEF would have an increasing role on the global agenda, which also underscored the need for collaborative strategies in the United Nations system.

260. Delegations highlighted the connection between national capacity-building and programme sustainability, adding that approaches to sustainable development must be considered with specific reference to poverty, unemployment, environmental degradation and armed conflict. Speakers said that because of the vulnerability of children and women in such circumstances, programmes for women were of special importance.

261. Several delegations underlined the importance of strengthening systems and their sustainability in relation to health goals, underscoring the need for a shift in programmes from projects to systems support. Some delegations commended the progress made by African countries in implementing the Bamako Initiative and expressed satisfaction with the growing cooperation between UNICEF and the World Bank in support of strengthening national health systems in Africa.

262. In response to a query regarding reduced UNICEF expenditures for immunization programmes since 1990, the secretariat replied that there had been some reductions in this area because Governments had taken more responsibility for meeting their own vaccine needs. With regard to Africa, funding had declined less than in other regions, but the decrease in coverage in the region had no direct correlation with the funding situation. The countries with the most serious declines had experienced serious civil disturbances or had weak and ineffective health infrastructures.

263. Several delegations asked UNICEF to highlight in its health activities the increasingly serious threat posed to children's well-being by HIV/AIDS. The secretariat replied that UNICEF continued to collaborate with WHO, other United

Nations agencies and the United Nations Joint and Co-sponsored Programme on AIDS.

264. A number of delegations expressed appreciation for the UNICEF priority focus on women and girls and for efforts to implement programmes aimed at their advancement. Some speakers asked about the evaluation of programmes for women and their significance to donors. Others requested that more emphasis be placed on women's health and education, especially in Africa, given the relationship between improvements in maternal health and education to the reduction of child mortality. The role of fathers was highlighted during the discussions, especially the importance of including them in programmes targeting women.

B. Follow-up to the World Summit for Children

265. The Executive Board had before it a progress report on follow-up to the World Summit for Children (E/ICEF/1995/15).

266. Many delegations expressed their commitment to meeting the goals set by the World Summit and reported on their Governments' progress, specifically in drafting and implementing NPAs. Speakers also reaffirmed their commitment to protecting and promoting the rights of children within the context of implementing the Convention on the Rights of the Child.

267. Concerning the issue of global goals, some delegations said that while goals were useful in establishing an international benchmark for child survival and health, others questioned whether attention to goals helped or hindered programme sustainability, national capacity-building and longer-term development. Many speakers said that goals and targets should focus on country-specific situations and address community needs. Some delegations stressed the importance of strengthening capacities for monitoring and evaluation at provincial and district levels to enable national Governments to formulate regional and provincial action plans, as well as progress reports on programme implementation and the Convention on the Rights of the Child. Many speakers endorsed holding a mid-decade review of progress made in implementing the goals set at the World Summit.

268. A number of delegations urged that the mid-decade review be based on longer-term sustainability and sensitivity to constraints and shortfalls in particular countries and regions. Some speakers said that monitoring progress was the responsibility not just of UNICEF, but also of other United Nations agencies. (See the annex, decision 1995/14 for the text of the decision adopted by the Executive Board.)

C. UNICEF strategies in basic education

269. The Executive Board had before it a report on UNICEF strategies in basic education (E/ICEF/1995/16), which was introduced by the Director, Programme Division.

270. The Director-General of UNESCO, addressing the Executive Board, said that the two organizations were united in a common concern with meeting the educational needs of children and their families, and thus were linked in a very special partnership. The principal aim of the agencies' collaboration must be to provide each individual country with appropriate help in improving and expanding its educational services. The assets of UNICEF are its integrated and interdisciplinary approach to meeting children's development and survival needs, its strong presence in the field and its first-hand exposure to educational realities. UNESCO, for its part, is an intergovernmental agency specializing in education, with well established links to ministries of education and the educational, professional and research communities. UNESCO also has experience in regional cooperation and system-wide educational policy-making and planning,

as well as a pool of qualified educational specialists in all regions. The qualities and resources of the two organizations must be brought together in a joint and constructive dialogue.

271. Many delegations expressed support for the strategy paper, particularly for the approach of placing education within a context of economic and social development and poverty alleviation. Several speakers stressed the importance of education as a developmental tool, with particular emphasis on the importance of science and technology. The paper's emphasis on education systems and primary education was well received, as was the emphasis on policy dialogue and long-term institutional and human resource development. Speakers stressed the need to develop national and local capacities, and, wherever possible, to utilize indigenous institutions and capacities rather than outside consultants and experts.

272. Speakers supported the emphasis on girls' education, with some stressing the need for UNICEF to focus on women's education as well. One delegation emphasized the importance of secondary education for girls for its broader implications on family planning, gender equity and development. Another delegation cited a research project that stressed the centrality of girls' and women's education to the sustainability of all other child survival and development activities. Another speaker said that the elimination of gender disparity in education would have positive effects on equity and social development.

273. The focus on the education of children in difficult circumstances, especially children in emergencies, was supported by delegations. A number of speakers addressed the serious problems confronting working children and the need for UNICEF to tackle this problem proactively.

274. One delegation stated that the highest priority was and should be survival, and that limits must be imposed on educational programmes that go beyond meeting the needs of people in such situations. The speaker added that many countries had been allocating the bulk of their financial contributions to UNICEF for emergency assistance, and that this was a matter of concern.

275. Several delegations said that basic education should cover a full range of learning needs of children, youth and adults, and go beyond conventional approaches.

276. Many delegations said that basic education must be considered a fundamental human right and that education plays a key role in developing people's awareness of their rights as citizens, and in maintaining a peaceful society. Within this context, it was said that basic education has to be both qualitative and universal. It was suggested that sections of the paper addressing intersectoral linkages could be strengthened.

277. The UNICEF proposal to diversify strategies for primary education was endorsed by several delegations, as was the call for enhanced quality of both formal and non-formal education, in order to avoid further inequity in the distribution of educational opportunities to the poor and disadvantaged sectors of society. Speakers also supported the paper's emphasis on community and parental participation, responsibility and empowerment. The need to enhance public awareness, wide social consultation and mobilization towards basic education at all levels of society was stressed by many delegations.

278. Several delegations expressed satisfaction with the importance given by UNICEF to the education and training of teachers as a key strategy to achieve quality education. The need for greater country and donor support for education, particularly basic education, was stressed by a number of delegations.

279. According to several speakers, the strategy paper did not sufficiently emphasize early childhood development (ECD) and adult education. It was said that UNICEF needs to clarify its approaches to ECD, including issues of access to parents in the home and community, links between homes, communities and schools, and non-formal approaches.

280. Delegations also said that the division of labour between United Nations agencies, specifically UNESCO and UNICEF, needed to be clarified. The lack of programme initiatives specifically focused on addressing regional challenges was raised by a number of speakers. (See the annex, decision 1995/21 for the text of the decision adopted by the Executive Board.)

D. Greeting Card and related Operations

281. The Executive Board had before it the GCO financial report and accounts for the year ended 30 April 1994 (E/ICEF/1995/AB/L.6); the provisional report for the period 1 May 1994-30 April 1995 (E/ICEF/1995/AB/L.7); the GCO work plan and proposed budget for 1995 (E/ICEF/1995/AB/L.8); and a proposal to harmonize the GCO fiscal year with the calendar year (E/ICEF/1995/AB/L.9).

282. The reports were introduced by the Director, GCO, who made an in-depth presentation on GCO and its performance in the past year. He specifically highlighted the role of the National Committees for UNICEF and of the thousands of volunteers worldwide who had helped to increase substantially UNICEF income from the private sector.

283. While many speakers commended GCO for its actual and projected results, they noted that most of the growth was from private sector fund-raising activities. Some delegations commented on the positive impact of the Fund-raising Development Programme (FDP). One delegation highlighted the success of the "Change for Good" programme and supported the proposed plans for its expansion. Another delegation spoke of its plans to raise \$75 million with Kiwanis International to help eradicate IDD and of an arrangement to make UNICEF the sole benefactor of proceeds from Olympic Aid. A few delegations stressed the importance of a previous Executive Board decision mandating that all private sector income, including supplementary-funded income, be included in one report and reported through GCO to maximize transparency and accountability.

284. While noting the overall positive results of GCO, many delegations spoke of the declining profitability in the area of product sales. Some delegations requested further diversification of the product line, including country-specific designs and local production. GCO was encouraged to reduce the time-frame of the development of card and non-card products by taking advantage of modern technology and advanced computer systems. The Director, GCO, said that the drop in profitability in product sales was due partly to the continuing global recessionary climate and partly to the demand from many partners for an expanded product line, which often included non-card products with lower profit margins. He said GCO is examining methods to reduce the time-frame in its product development cycle, taking advantage where possible of technological innovations.

285. One delegation stated that GCO has had two purposes: to draw contributions from the private sector; and to educate it about the needs for assistance to children. The speaker urged that before serious deliberations were conducted on issues related to the improvement of GCO, including the 50 per cent profitability principle and the possibility of privatization, the Executive Board discuss which of these purposes should have greater importance.

286. Many delegations said that one reason for the slow growth in product sales was the constraint of the 50 per cent profitability objective mandated by the Executive Board, which they said hampered new initiatives, including the sale of GCO products through such new distribution channels as schools. Some speakers

stressed the importance of maximizing income for UNICEF programmes and suggested that the 50 per cent profitability requirement be removed. One delegation said that the profitability of successful greeting card companies in the private sector was only 6-7 per cent. Other delegations stated that incremental income and high profitability are only part of the GCO mandate and that the importance of the GCO role in advocacy and education should not be neglected. One speaker said that the profitability target set for GCO was of primary concern and should, therefore, be maintained. While noting that GCO is a commercial operation in a highly competitive market, the Director, GCO, agreed that the primary focus for GCO should be to raise incremental funds while maintaining the 50 per cent profitability objective as a goal.

287. Some delegations questioned the timeliness and the necessity of merging the GCO Personnel Unit with the Division of Personnel, saying that GCO should have its own personnel staff because of the specific needs of GCO. It was suggested that the merge be postponed and be reviewed in the context of the follow-up to the management review.

288. Many delegations thanked GCO for providing the current campaign year's latest estimates in its work plan and budget, along with the five-year trends which had been requested by the Executive Board in 1994. Most delegations said that with this requirement met, it was no longer necessary to present the GCO provisional report presented annually to the Executive Board.

289. Concerning the proposal to harmonize the GCO fiscal year with that of other UNICEF divisions, many delegations questioned the advantages of the change, especially because this would require GCO to report its results based on provisional sales figures from its partners. Several delegations emphasized the importance of accuracy in reporting as opposed to harmonized fiscal years. The secretariat explained that the GCO results included in the UNICEF consolidated financial report are annualized on the basis of the GCO annual financial report (four months) and its eight months results through to 31 December. It was suggested that this issue also be studied further in the context of the management review.

290. Some delegations referred to the Executive Board's approval of investment funds, including FDP and the Market Development Programme, which had helped to produce the successful results in private sector fund-raising. Continued success would imply ongoing close cooperation between GCO and National Committees for UNICEF. In this context, the UNICEF proposal not to fund the travel and per diem costs of National Committee participants at the annual Greeting Card Workshop for National Committees and related meetings was questioned. It was suggested by the Chairperson of the Standing Group of National Committees that a decision on this be deferred until the National Committees had been consulted and the implications assessed, especially in the light of new procedures under consideration for the annual Greeting Card Workshop with regard to product selection, use of art imaging technology and modern telecommunications. The Director, GCO, stated that while the matter was under review, he would ensure that all National Committees could participate in the 1995 workshop and related meetings.

291. While questioning the different formats of the GCO income statements in the three reports presented to the Board, many delegations expressed appreciation for the transparent presentation of table 1 of the GCO work plan and budget for 1995 (E/ICEF/1995/AB/L.8). They recommended that GCO use this format in all future documentation presented to the Executive Board. Two delegations requested that GCO provide a breakdown of profitability by region in its work plan and budget, with recommended formats to be provided to the 1996 annual session of the Executive Board. In response to a question, the Director, GCO, stated that while the currency of record used by the United Nations was the United States dollar, the secretariat would try in future to include income details in local currency, in addition to United States dollars, to facilitate comparison of performance with prior years, thereby discounting/excluding the

impact of exchange rate variances. One delegation said that in future, the GCO work plan and budget should be more user-friendly and business-like to allow for monitoring and evaluation of strategies.

292. Many delegations questioned the proposal made by Booz•Allen and Hamilton in the management review to merge Private Sector Fund-raising with the Programme Funding Office. They said that there were marked differences between government and private sector fund-raising, including the type and level of expertise required of the UNICEF personnel involved. On the other hand, speakers said that the management review provided a good framework to examine the structure, and appropriate location of GCO, as well as and the possible consolidation of GCO staff in one single headquarters location, while giving consideration to existing major markets and areas of potential growth. One delegation offered three principles to expand net income from the private sector in developing countries: the income generated should be additional to the general resources country programme allocation; the strategic importance of the decentralized operations of the regional support centres in Rio de Janeiro and Singapore should be maintained; and there should continue to be investments from FDP. The Director, GCO, said that the existing structure had emanated from the GCO internal management study conducted in 1992, the results of which had been endorsed by the Executive Board. The existing structure was global, with headquarters in New York and Geneva, and while there were six geographic regions to monitor results, New York and Geneva were not defined as regions.

293. On working relations between the Executive Board and the annual meeting of the National Committees for UNICEF, one delegation proposed that matters related to GCO be considered during those annual meetings, prior to being taken up by the Executive Board. In future, reports of the annual meetings of the National Committees, including any draft decisions they might contain, should be submitted to the Executive Board for action.

294. In response to queries about the status of the Fund-raising Task Force, the Deputy Executive Director, External Relations, stated that National Committees for UNICEF would be part of the task force. However, due to time constraints, the terms of reference of the task force had not yet been discussed and that this would be done at a separate meeting. The Executive Director had decided that the National Committees would be represented on the Steering Committee on the management review implementation. (See the annex, decisions 1995/15 and 1995/20 for the texts of the decisions adopted by the Executive Board.)

E. Ensuring child survival, protection and development in Africa

295. The Executive Board had before it a progress report on ensuring child survival, protection and development in Africa (E/ICEF/1995/18), which was introduced by the Deputy Executive Director, Programmes.

296. Several delegations stressed that Africa should remain the region of highest priority for UNICEF. They added that there is a need for partnerships in and for Africa to promote the survival, protection and development of African children. Special efforts were needed to monitor the effects of economic adjustment on African children and women and to protect them from adjustment measures. The Deputy Executive Director, Programmes, mentioned the Secretary-General's Special Initiative on Africa, which was being coordinated by the United Nations Economic Commission for Africa and UNDP. In addition, UNICEF was working closely with WHO and UNESCO on special initiatives which would be presented to the Economic and Social Council at the end of June. This could provide important opportunities for new inputs into African development.

297. One delegation said that while several countries in sub-Saharan Africa might be making progress towards the mid-decade goals, statistics on poverty and other basic indicators in Africa left little room for the kind of optimism expressed in the report. It would be useful to draw up a table comparing

African progress between 1984 and 1994 towards a small number of basic indicators with that of other regions. Another interesting statistic would be the relationship between budgetary allocations in the social and defense sectors. The delegation suggested an analysis of the impact of debt servicing on investment in Africa.

298. Another speaker agreed that the report did not portray the harsh reality facing African children and women. While UNICEF was making considerable efforts to alleviate the situation of children in Africa, they continued to face declining standards of living, rising poverty, a growing debt burden and deteriorating PHC, water supply and education systems. While donor support seemed to be available for "loud" emergencies, many African children were living in a "silent" emergency situation. For example, a recent outbreak of meningitis had killed hundreds of children. New resources were needed, but the challenge of mobilizing donors to support Africa remained. Several delegations said that the debt problem needed to be tackled. The Deputy Executive Director, Programmes, reported that UNICEF had facilitated 13 debt relief operations in Africa, often in collaboration with National Committees for UNICEF. Approximately \$18 million had been raised in support of debt relief operations, freeing \$34 million in development funds and retiring debt with a face value of \$160 million. There were many more opportunities for debt swap operations and he urged Board members to pursue them as a matter of priority.

299. One speaker said that the report should have analysed the sustainability of achievements of the Bamako Initiative and requested a detailed report on how many districts in how many countries were implementing the Initiative. Also requested were the per capita cost and the number of Bamako Initiative health centres still dependent on UNICEF. Another delegation emphasized the Initiative as a means of national capacity-building, saying it should focus on the local production of essential drugs. The Deputy Executive Director, Programmes, reported that the Bamako Initiative now covered 50 million people and 3,500 districts in 28 countries, and that 80 per cent of Bamako Initiative centres were self-reliant. Many of them were providing incentives to staff and promoting the establishment of outreach centres. However, supplementary funds have not materialized and more resources were required.

300. A delegation stressed the importance of the education of girls and said that UNICEF should promote legal instruments, affirmative action and more aggressive advocacy to enhance the status of women. Another delegation said that UNICEF should retain its focus on women and children at the field level.

301. The provision of extra staff to the Africa region was no guarantee of more effective programme performance, said one speaker. UNICEF should begin to evaluate the results of the training programmes it had sponsored in Africa. UNICEF also should make more use of local capacity in Africa and concentrate on action at the field level. Local-level research and monitoring could be particularly effective for local capacity-building. Another delegation said that the report should have focused on achievements in strengthening national capacity in Africa, including vulnerability monitoring. An analysis was needed to determine how best to continue to promote capacity-building and empowerment in Africa.

302. Several delegations urged UNICEF to review the allocation of general resources to Africa. One speaker said that the proportion of UNICEF expenditures on Africa had not increased significantly between 1984 and 1994 and called for modifications in the system for the allocation of general resources to the region. This would allow issues of critical concern in Africa to be addressed. The Deputy Executive Director, Programmes, said that general resources ceilings for Africa had grown over the last 10 years. In several recent years, the secretariat also had been able to use general resources to cover unfunded supplementary funds for programmes related to the goals of the World Summit for Children. With the decline in the availability of general resources, this option was no longer available.

303. One delegation requested more analysis of population trends and activities in the areas of reproductive and sexual health. The same speaker asked why no mention had been made of collaboration with WHO on the Sick Child Initiative, with DHA on emergencies and with the United Nations system on the Joint and Co-sponsored Programme on AIDS. Other delegations called for a more critical appraisal of the UNICEF role in relation to that of other agencies working in Africa. The secretariat replied that UNICEF was working closely with DHA to refine the overall United Nations approach to emergencies.

304. One delegation pointed to the need to strengthen delivery systems at field level, saying that UNICEF should use local resources and technologies, particularly in the area of nutrition, aimed at sustaining and reinforcing community initiatives. Another delegation cautioned UNICEF about the promotion of breast-feeding in areas where HIV/AIDS was prevalent, since there was a high risk of HIV transmission. The Deputy Executive Director, Programmes, replied that UNICEF was following the WHO policy on this matter, adding that for poor families in areas where infectious diseases were prevalent, the risks of not breast-feeding outweighed those of doing so.

305. Some delegations urged UNICEF to provide emergency assistance not only to meet urgent relief needs, but also to support capacity-building for long-term stability in countries in complex emergency situations. Because education was critical to this task, UNICEF should mobilize support for education from other international institutions. One delegation expressed support to peace-building and crisis prevention in Africa, but called on UNICEF to analyse systematically its comparative advantage in emergencies.

306. Delegations underscored the importance of synchronizing country programmes with NPAs, especially because of the importance for mobilizing resources for Africa. The Deputy Executive Director, Programmes, agreed and reminded the Board that in a growing number of countries, UNICEF had synchronized its programme cycle with those of other members of the Joint Consultative Group on Policy (JCGP). (See the annex, decision 1995/18 for the text of the decision adopted by the Executive Board.)

F. Management review: issues concerning the UNICEF mission

307. The Executive Board had before it a report on issues concerning the UNICEF mission (E/ICEF/1995/AB/L.11).

308. Introducing the report, the Executive Director reviewed progress to date on the implementation of the management review. External consultancies were needed for systems review in the areas of finance, IRM and supply, but not all of the financial resources originally indicated would be needed. Valid questions had been raised about the relationship between the implementation bodies. A consultative, participatory process was needed, and the advisory councils would provide an opportunity to get ideas, support and views from staff so that they would have a stake in improving management. The Steering Committee consisted of senior staff plus some staff representatives. All of these bodies would provide consultation for the Executive Board and the Executive Director.

309. The paper before the Board was not the mission statement, she said, but it provided some background themes to facilitate discussion. It was expected that the draft mission statement would be presented to the Board at the first regular session of 1996. As a mission statement, it would be succinct, clear and inspiring.

310. There was general agreement on a number of points concerning the format and content of the mission statement. Delegations were almost unanimous in stating that the statement should be memorable and concise and that its preparation should involve a broad consultative process. Many speakers said that it should be forward-looking, addressing changing global circumstances. It should

emphasize what sets UNICEF apart from other organizations and not be too detailed and technical, as it must be accessible to the public. A number of delegations said that the mission statement would have to be updated periodically. One speaker stressed the importance of transparency in the preparatory process.

311. Many speakers said that the mission statement would not replace the UNICEF mandate and should not go beyond that mandate. It was stressed that existing resolutions and decisions of the General Assembly, the Economic and Social Council and the Executive Board would have to be respected. However, one speaker said that it was now necessary to review the UNICEF mandate and bring it up to date in order to conserve and strengthen the organization and its special vocation for children. Another delegation said that because the UNICEF mandate is defined by its target groups - women and children - and not sectors, there was a need for coordination with other partners. A third speaker suggested a vigorous examination of the mandates of other agencies as part of this exercise. It also was suggested that UNICEF consider the results of the recent major international conferences in drafting the mission statement.

312. Several delegations raised the question of what is meant by the term "child". It was said by one that the term needs to be clarified, while others suggested using the definition used in the Convention on the Rights of the Child or defining a child as being under the age of 18 years.

313. Many delegations referred to the Convention on the Rights of the Child and its place in the UNICEF mission statement. Several delegations said that the Convention should serve as the basis for the mission statement. Some delegations suggested that UNICEF should act as a critical partner of Governments, even monitoring non-compliance. Others stressed that UNICEF must act as an advocate, supporting Governments and States parties in implementing the Convention. It was suggested that the Convention serve as a framework for preparing country programmes. One speaker said that the Convention should be a flexible framework for UNICEF action and advocacy in different regions, recognizing regional differences. Some speakers said that primary responsibility for the Convention lay with the United Nations Centre on Human Rights and that the UNICEF role should complement that of the Centre. Others said they would welcome a discussion of the UNICEF role vis-à-vis that of the Committee on the Rights of the Child.

314. Linked to the discussion of the Convention were comments on the possible role of UNICEF as a moral authority for children. Some delegations said that UNICEF should undertake such a role, while one said that this must be on the condition that UNICEF speaks globally, not just addressing the situation in developing countries. Many speakers, however, stressed the importance of neutrality, non-discrimination and humanitarianism on the part of UNICEF. Several delegations said that UNICEF must not act out of political considerations and must remain impartial.

315. The issue of advocacy by UNICEF was raised by several delegations. One speaker said that during the next decade, UNICEF should aim to shift its work to advocacy, research, information and publicity, subcontracting field work to the private sector in some situations, while continuing its present type of work in Africa and other priority areas. Another said that in the future, UNICEF could play a key role in policy advocacy for the well-being of the whole child.

316. Several speakers spoke of the role of UNICEF in industrialized countries in terms of advocacy, with most stressing the importance of priority for the most vulnerable countries, fund-raising and developing a global perspective on the situation and needs of children. The role of the National Committees for UNICEF was highlighted by some delegations.

317. One delegation stated that, given the drastic changes that had taken place in the conditions in which the world's children were living, the time had come

to review the factors determining the allocation of general resources for implementation of CPRs and to search for a clearer definition of what a child is.

318. Many delegations said that the mission statement should address the UNICEF emergency mission. The need to balance emergency operations and long-term development was stressed by several speakers. Others said that UNICEF had an important role to play at the onset of an emergency, because of its field structure, and it was suggested that UNICEF set a limited time-frame for its emergency activities, allowing for coordination with DHA and other agencies. A speaker said that UNICEF should focus on children in its emergency operations. Other delegations suggested that UNICEF work in areas where it had expertise, including water supply, refugee children and the treatment of traumatized children. It also was suggested that UNICEF draw on the experience of countries ravaged by armed conflict and natural disaster. A representative of UNHCR discussed collaboration between the two agencies, which took place in such areas as emergency operations themselves, standard-setting based on the Convention on the Rights of the Child, and the reintegration and development of children displaced by emergencies. He said that few organizations were more important to UNHCR than UNICEF with its unique experience, expertise and track record.

319. The question of whether UNICEF should focus on adult women, in addition to children, was raised by many speakers. Several delegations stressed that UNICEF should concentrate on children, while giving priority to girls. Others said that, in general, UNICEF should promote and facilitate women's well-being beyond their reproductive roles, providing more direct assistance in countries where no other agencies were doing this work. It was said that UNICEF should work in areas where women's actions had an impact on child development. A delegation said that the rights of the child required that women's lives not be restricted to the household, and another said that strengthening the role of women and mothers would assure equal rights for children. Allowing women to fulfil their functions, including earning income, would assure children's well-being. Another speaker said that an operational balance should be found between children and women, viewing women as individuals with the power to shape and influence their own lives and paying particular attention to capacity-building and empowerment of girls and women.

320. The key strategies of service delivery, capacity-building and empowerment were emphasized by a number of speakers, as was the issue of sustainability. Many delegations suggested that there must be a balance between them, focusing on service delivery in the poorest countries and more on capacity-building and empowerment in others. A balance was needed between global goals and sustainability. Another speaker said that UNICEF, in effect, must work to do itself out of a job, and that the mission statement should underline the importance of national resources and indigenous capacity in development cooperation.

321. Speakers also discussed the comparative advantages of UNICEF. Several stressed the organization's flexibility, operational nature and field-oriented structure. What sets UNICEF apart from other agencies, said another delegation, is its holistic approach, its capacity to mobilize political and popular support and its ability to facilitate a response by other agencies. A speaker emphasized the catalytic role of UNICEF, leading different sectors in a country to work together in the service of children. At the same time, many delegations emphasized the importance of coordination and cooperation with other United Nations agencies and partners, including NGOs. Others stressed the need for accountability and the efficient use of resources.

322. One delegation stated that the inter-sessional meetings should be utilized for substantive discussions between Executive Board members and other concerned delegations, as only extremely limited time was available during regular and annual sessions for deliberations on the management review.

G. Proposals for UNICEF cooperation and programme reviews

West and Central Africa

323. The Executive Board had before it one full four-year CPR and recommendation for additional general resources for Chad (E/ICEF/1995/P/L.15) and recommendations for short-duration country programmes and/or additional general resources and "stand-alone" supplementary funding proposals for Cameroon, Gabon, Guinea, Nigeria, Sierra Leone and Zaire (E/ICEF/1995/P/L.28). The Regional Director for West and Central Africa introduced the CPRs, which were approved by the Executive Board. (See the annex, decision 1995/16 for the recommendations approved by the Executive Board.)

Middle East and North Africa

324. The Executive Board had before it recommendations for short-duration country programmes and/or for additional general resources to fund already approved programmes for Algeria, Oman, the Sudan and Palestinian children and women in Lebanon, the Syrian Arab Republic and the West Bank and Gaza (E/ICEF/1995/P/L.30). The Regional Director for the Middle East and North Africa presented the CPRs and a review paper on UNICEF assistance to Palestinian children and women (E/ICEF/1995/P/L.40).

325. Several delegations expressed support for the programme for Palestinian women and children in Lebanon, the Syrian Arab Republic and the West Bank and Gaza. They praised UNICEF involvement in the development of a comprehensive plan for children and women in the West Bank and Gaza. Some delegations commended the choice of strategies, particularly the emphasis on capacity-building through support to NGOs and community organizations. Coordination of UNICEF work with the Palestinian Authority was stressed by two delegations. One speaker emphasized that UNICEF should avoid duplication, improve policy dialogue and focus on the rational allocation of responsibilities with other partners. A number of delegations reiterated that the plight of Palestinian refugees outside of the camps, particularly Palestinians in Lebanon, should not be forgotten despite the peace process. Cooperation with UNRWA and with the Office of the Representative of the Secretary-General for the Occupied Territories was welcomed.

326. A delegation noted the intention of the secretariat to submit a unified programme of cooperation to the Executive Board in 1997. The same speaker proposed that UNICEF have a formal agreement that would clarify its role with respect to Palestinian women and children. The same delegation said that UNICEF should concur with the practice of other United Nations agencies and refer to the West Bank and Gaza as either "occupied territories" or "occupied territory".

327. One speaker expressed the hope that donors would fulfil their pledges and enable the Palestinian Authority to implement its plans, especially in the areas of health, education and social welfare. The delegation's Government was ready to contribute its experience and know-how in that regard, in cooperation with UNICEF and other agencies. The speaker mentioned the contribution of GCO to strengthening the fund-raising capacity of its National Committee.

328. Concerning the Sudan country programme, one delegation commended UNICEF support to NGOs and other agencies involved with children in especially difficult circumstances and the focus on eradication of harmful traditional practices. However, another speaker expressed disappointment with the lack of information on the civil war in the CPR. The delegation sought clarification on the division of work between the Khartoum and Nairobi offices as well as details of how the \$15 million requested would be utilized. The work of Operation Lifeline Sudan (OLS) was commended, particularly its monitoring and donor reporting. However, the Khartoum office was criticized for its inadequate monitoring and reporting systems. The regional director explained that the submission was for a short-duration country programme and that the civil war had

been addressed in the long-term country programme. The \$15 million will be disbursed throughout the country. The regional director noted the Board's concerns with coordination, reporting, monitoring and evaluation and said that efforts would be made to improve reporting by the Khartoum office.

329. A number of delegations endorsed the country programme for Algeria. However, one speaker expressed regret about particular statements in the document, saying that the statements were not relevant to the situation of children. The regional director responded that the necessary corrigendum had been made to the CPR. One delegation commended Algeria's enactment of the "Kafala Law", which protects the rights of abandoned children, and encouraged UNICEF to advocate such laws in other countries.

330. Delegations of some of the countries whose programme had been adopted expressed their appreciation to UNICEF and the Executive Board for their support. (See the annex, decision 1995/16 for the recommendations approved by the Executive Board.)

Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

331. The Executive Board had before it recommendations for full country programmes for Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan and a recommendation for area-based programme support (E/ICEF/1995/P/L.25), in addition to recommendation for short-duration country programmes for Moldova and Turkey and a recommendation for additional general resources for Turkey (E/ICEF/1995/P/L.31). The Regional Director presented the CPRs and the Area Representative for the Central Asian Republics and Kazakhstan made an in-depth presentation on those countries.

332. Concerning the country programme for Moldova, one speaker noted its longer-term development approach, but stated that the programme seemed too ambitious for a two-year period. The regional director said that the programme was in its early stages and that it was based on PHC and maternal and child health.

333. Several delegations endorsed the programmes for the Central Asian republics and Kazakhstan, but stated that there was insufficient information and analysis in the documentation. More specifically, one delegation pointed out that there was no information in the CPRs on expenditures for the previous cooperation period. The area representative said that the information was available on request. The same delegation said that there was no clear analysis of the applicability of the three strategies of service delivery, empowerment and capacity-building, and asked about the coordination of development assistance. The area representative said that UNICEF works closely with the World Bank and bilateral donors. Furthermore, as the area and field office have more access than other agencies to women and children, UNICEF has helped the Governments concerned to coordinate field activities which involve international aid agencies.

334. Asked about variations in immunization coverage levels in the five countries, the area representative said that many of the countries in the region had experienced shortages of vaccines for the past four years, but the situation was expected to improve in 1995. Two speakers welcomed the opportunity to discuss regional cooperation issues, particularly environmental and health issues related to the Aral Sea. Other delegations suggested that UNICEF should identify areas of greatest need for the children and women affected by this environmental disaster. The area representative said that UNICEF had already identified the three provinces most seriously affected by the Aral Sea disaster and was developing a programme in close cooperation with the countries concerned.

335. One delegation found the programmes for the five countries to be overly ambitious, given the available resources, wide range of activities and the pace

of the government implementation. The speaker also stated that the programmes had a strong base for traditional UNICEF activities and recommended that the programmes have more focused activities and a more strategic choice of interventions. The same delegation commended UNICEF, the Government of Japan and the Governments in the region for their efforts in establishing a vaccine independence initiative and asked UNICEF to share information on its progress.

336. A speaker expressed concern that the documentation did not address the resurgence of diphtheria in the region, particularly in the Central Asian republics, Kazakhstan and the Caucasus region. Specifically, Moldova had one of the highest rates in the region. The regional director said that the Inter-agency Immunization Coordination Committee, which includes UNICEF, WHO and Rotary International, was working on a joint appeal for diphtheria control, to be launched in Geneva in June 1995.

337. Two delegations expressed appreciation for the support provided by the international donor community, United Nations agencies and NGOs for the emergency in Tajikistan. Delegations from the region thanked UNICEF for its support in the difficult transition period. Lastly, one delegation noted that the country programme in Turkey had accelerated achievement of the mid-decade goals. (See the annex, decision 1995/16 for the recommendations approved by the Executive Board.)

H. UNICEF strategies in water and environmental sanitation

338. The Executive Board had before it a report on UNICEF strategies in water and environmental sanitation (E/ICEF/1995/17).

339. Introducing the report, the Director, Programme Division, said that water and sanitation were not just basic human needs, but also vital elements in ensuring the survival and well-being of children and adults. He added that the reference in the report to water and sanitation as a basic right was not meant to imply a right in the legal sense of universally recognized human rights. The Convention on the Rights of the Child recognized access to clean drinking water and environmental sanitation as an essential measure for attaining the right to health. As with other economic, social and cultural rights, the Convention recognized that universal access to water and sanitation was to be achieved progressively to the maximum extent of available resources and where needed, within the framework of international cooperation.

340. Many delegations expressed appreciation for the comprehensive and clear strategy outlined in the report, and for the collaborative and transparent preparatory process, which had involved a wide range of partners. Speakers said that this process should continue during the implementation of the strategy at regional and country levels. Many delegations specifically referred to the need to pay special attention to Africa in implementing the strategy.

341. Delegations raised a number of issues related to programme sustainability. Some stressed the need for UNICEF to play a major role in building government capacity in the areas of policy formulation and strategy development in close collaboration with other agencies. The secretariat cited such recent examples of collaboration as inter-agency missions to Malawi, Myanmar and South Africa.

342. A number of delegations acknowledged the importance that UNICEF placed on gender issues in the sector. However, one speaker said that the report should have included gender analysis to identify women's and men's roles in health and hygiene activities, with the aim of involving more men. Several delegations stressed the importance placed on women's capacity-building for decision-making, implementation and management of water and sanitation programmes as a key prerequisite for empowerment and sustainable development. However, men's participation also must be encouraged in order to share work responsibilities, especially in operation and maintenance.

343. Many speakers expressed support for the proposal to increase attention to environmental sanitation and hygiene promotion as a fundamental contribution to child survival, protection and development. UNICEF was urged to increase the funds allocated in country programmes for this activity. Several delegations supported the new UNICEF emphasis on building capacity for community-based water resources management, which includes solid and liquid waste management within the context of Agenda 21. Although they said that the main focus of UNICEF should continue to be in rural areas, several delegations stressed the need for UNICEF to emphasize poor populations living in such environmentally vulnerable areas as slums and marginal urban pockets.

344. Some delegations highlighted the need for UNICEF to develop clear messages to the field and for operational guidelines to accompany the strategy, enabling field staff to begin its implementation. Speakers emphasized the importance of follow-up through the development of region- and country-specific strategies.

345. A number of delegations urged UNICEF to continue to promote low-cost, appropriate and user-friendly technologies that are sustainable locally, allowing UNICEF to reach more people with fewer resources. Other speakers highlighted the importance of social mobilization. Several delegations said that the strategy would help UNICEF to help Governments standardize technologies and approaches in order to maximize its resource base and ensure programme sustainability, especially at the local level. One speaker emphasized the importance of decentralization.

346. Several delegations recommended that UNICEF strengthen its human resources in this sector, especially in Africa and some parts of Asia and the Pacific. Others recommended upgrading of staff skills. Many speakers encouraged UNICEF to increase the resources allocated to the sector. One speaker expressed concern about delays in donor reporting.

347. Many delegations urged UNICEF to support research and development, especially in support of low-cost sanitation and its promotion and in improving hygiene behaviour. This should be done in close collaboration with other partners and local institutions and be applied at the grass-roots level.

348. Concerning emergencies, several delegations said that UNICEF should continue its emergency operations in the sector, but also should assess its limitations. In many instances, UNICEF could help other partners to participate in emergency operations, allowing UNICEF to focus on long-term development programmes. The secretariat said that networking with NGOs and other partners would be made a priority at field level.

349. One delegation expressed concern about the vagueness of the division of labour between UNICEF and its partners, especially the role of other concerned United Nations agencies. Addressing the issue of collaboration in general, delegations urged UNICEF to take a lead role in this sector and to prepare a document clearly identifying the role of different partners, as well as their relative strengths and the complementary role each could play in the sector.

350. Many delegations said that the strategy was a generic framework which would need to be adapted at regional and country levels. A number of speakers requested clarification of the role of the headquarters water and environmental sanitation section vis-à-vis that of regional and country programme activities. (See the annex, decision 1995/22 for the text of the decision adopted by the Executive Board.)

I. Other business

Audit of the Kenya country office

351. The Executive Director briefed the Executive Board on the results of an internal audit investigation carried out by UNICEF into instances of fraud and mismanagement in the Kenya country office. She said that the auditors had completed the bulk of their work and a report of their findings was given to her the preceding day.

352. The current audit investigation into the situation in the Kenya country office began in January 1995, she said. It followed an earlier audit carried out in November-December 1994 which had revealed serious irregularities. The auditors were wrapping up their investigation, and it was clear that there had been serious fraud and mismanagement in the Kenya country office. It was estimated that UNICEF had suffered losses of more than \$1 million in personal fraud by staff members, and that there had been gross mismanagement of resources amounting to \$8-9 million. The lack of adequate management in the Kenya country office had led to numerous disbursements which had not been monitored adequately and could not be accounted for. Investigations had revealed fraud in many of those transactions and excessive overhead costs. Mismanagement also had resulted from working with too many local partners, some of whom had not been properly registered.

353. Eight staff members had already been dismissed as a result of the audit findings and a further 15 had been charged with serious misconduct, she said. One more had been charged with mismanagement, bringing the total number of staff involved to 24. On 24 May, UNICEF had sent the two former heads of the office, who had been suspended since the beginning of the audit investigation, a list of the charges against them. Like all other staff members involved in this situation, they had been given a reasonable time to respond to the charges in respect of their right to due process. All staff had the right to due process. If and where cases of fraud were established, staff would be dismissed and evidence in the possession of UNICEF would be turned over to the Kenyan authorities for criminal investigation. UNICEF also would take all possible measures to recover funds which had been stolen or misappropriated.

354. The Executive Director said she would take immediate steps to strengthen accountability and financial management procedures within the organization. Management reform would be a number one priority. She added that UNICEF had several offices in Nairobi, including the regional office for Eastern and Southern Africa, an office for OLS and one to serve the Somalia country programme. The audit affected only the Kenya country office.

355. Delegations thanked the Executive Director for her frankness and rapid response to the situation. However, many deplored the situation and expressed concern about the possible impact on fund-raising and on the overall reputation of UNICEF. The importance of transparency was stressed, as was the need to implement management systems that would prevent a similar situation occurring elsewhere. Some speakers said they hoped that this was an isolated incident. Several delegations asked the Executive Director to report on measures taken at the third regular session in September.

356. The Executive Director said that she did not believe that this was a systemic problem and that overall, UNICEF staff had a high level of integrity. Some short-term steps could be taken, and she had asked for recommendations on ways to strengthen regional offices so they could provide more oversight. Training of new UNICEF country representatives would give more emphasis to operations. Mechanisms would be set up to monitor any dramatic staffing increases. (See the annex, decision 1995/19 for the text of the decision adopted by the Executive Board.)

UNICEF purchase policy

357. Referring to a recent news article concerning the UNICEF policy not to purchase supplies from companies that exploit children, a delegation urged the Executive Director to focus the attention of UNICEF on various issues related to the exploitation of children. These included the sexual exploitation of children, the sale of children, child prostitution and the sale of children's organs. UNICEF should publicize the facts about such matters and devise measures to address them adequately. Child abuse was a serious violation of human rights, as indicated in the report of the special rapporteur on children. The report also had revealed that child labour was not confined to developing countries.

358. The conditions of child labour in her country, as described in the article, made sensational news, but in fact, for several years UNICEF had ensured that supplies bought there were certified. Her country's policy on child labour had evolved over the years and its laws were consistent with the International Labour Conference resolution of 1979 which called for a combination of prohibitory measures and measures for humanizing child labour wherever it could not be eliminated in the short run. In addition, her Government's Planning Commission had allocated \$10 million to eliminate child labour in hazardous employment. However, along with other developing countries, her Government was averse to linking international trade and labour standards. What was required was a non-coercive upgrading of labour standards at the international level, and national action to do the same.

359. Another speaker expressed appreciation to the Executive Director for her comments as reflected in the news article and the explanation that UNICEF would continue to work against the use of child labour throughout the world. She commended the Executive Director for her proactive approach in developing a purchase policy to ensure that UNICEF, the world's leading advocate for children, would not be involved in purchasing anything from a company that used child labour.

Election of Executive Board representatives to the UNESCO/UNICEF Joint Committee on Education

360. The Executive Board elected to UNESCO/UNICEF JCE the nominees from Brazil submitted by the Latin American and Caribbean group of States, thus completing its elections to the Joint Committee. (See the annex, decision 1995/23 for the text of the decision adopted by the Executive Board.)

Draft agenda for the third regular session of 1995

361. The Secretary of the Executive Board distributed the draft provisional agenda and outline of the timetable for the third regular session of 1995. One speaker asked that the question of follow-up to ICPD be considered as a separate agenda item at a point fairly early in the session. The same speaker requested that an item on the relationship between the Executive Board, the National Committees for UNICEF and the Committee's annual meeting be added to the agenda.

362. Another delegation said that several recent Executive Board decisions on shorter documents and decisions had not been followed up properly. The speaker asked that the secretariat distribute a table showing the documents requested by the Board for future sessions, and that at all future sessions the Board consider an agenda item on its working methods in order to assess the situation.

363. A third delegation introduced a draft decision on the format of future Executive Board decisions, which was adopted by the Board after it agreed to waive the "24-hour" rule for submission of draft proposals. (See the annex, decision 1995/24 for the text of the decision adopted by the Executive Board.)

J. Concluding remarks by the Executive Director
and the President of the Executive Board

364. The Executive Director thanked the members of the Executive Board for their cooperation during this, her first session as Executive Director. She looked forward to working with the Board in the future. In written remarks distributed to delegations (E/ICEF/1995/CRP.30), she announced that the 1995 staff awards had been presented to the staff of the UNICEF offices in Haiti and in Sarajevo, Bosnia and Herzegovina. She also congratulated staff who had retired in the past year and mentioned staff who had died in that period.

365. The President thanked the Executive Director for her dynamism, leadership and frankness, and said that her cooperation, support, openness and readiness for dialogue boded well for the future of UNICEF. He also thanked the members of the Executive Board for their support in keeping to the agenda and in respecting the time-limits set for interventions. The system of warning lights for speakers - used for the first time at United Nations Headquarters - helped with the Board's management of time. However, the Board continued to experience some problems with the issuance of documents in all languages. In future, reducing the length of the documents would improve the situation. The Executive Board had requested shorter documents, even establishing page limits, and that should be respected, as should the deadlines for their appearance in language versions prior to Board sessions. (See E/ICEF/1995/CRP.31 for the full text of his remarks.)

III. ANNUAL REPORT TO THE ECONOMIC AND SOCIAL COUNCIL

366. The Executive Board reviewed the Executive Director's annual report to the Economic and Social Council (E/ICEF/1995/14 (Part III)), which was prepared in response to Board decision 1995/5. The Deputy Executive Director, Programmes, introduced the report, as well as the report on UNICEF participation in the follow-up to WSSD (E/ICEF/1995/19), which was also being considered under this agenda item.

367. Delegations expressed their appreciation for the report, emphasizing that they considered it important that UNICEF participate actively in the process of revitalizing the Economic and Social Council, which now had important responsibilities in the area of United Nations system-wide governance. In this regard, the suggestion was made that, in the future, there should be a joint report to the Council from UNICEF, UNDP and UNFPA, and the secretariat supported this suggestion. The suggestion also was made that the Council be kept apprised of the development of the UNICEF mission statement.

A. Measures taken in the implementation of the provisions the triennial policy review of operational activities

368. The upcoming triennial policy review, aimed at helping to strengthen coordination within the United Nations family and to create a more coherent system, was of special concern to UNICEF, reported the Deputy Executive Director, Programmes. UNICEF, he said, attached particular importance to the establishment of common goals and strategies through the preparation of CSNs and NPAs. General Assembly resolution 47/199 was useful in emphasizing the need for coordination without interfering with government plans and policies. He also noted practical developments in the programme area (e.g. the harmonization of cycles, common programmes, the resident coordinator system, etc.) and in the operations area (e.g. common premises, the simplification and harmonization of procedures, field-level monitoring, etc.).

369. Most delegations concurred that implementation of General Assembly resolution 47/199 was vital for the future credibility of the United Nations, and welcomed progress made to date as well as UNICEF work in carrying out action at the country level. Much remained to be done, however, to enhance United Nations operational activities.

370. One delegation commented that UNICEF had failed to mention the preparation of the UNICEF mission statement, and the secretariat acknowledged the omission. With regard to comments about insufficient efforts at the country level, the secretariat reported on field visits that were undertaken every two years or so to evaluate collaborative efforts. It was suggested that perhaps ways could be found to report on a country-by-country basis.

371. The fact that increasing numbers of countries were preparing CSNs was viewed as a positive sign. According to one delegation, country strategies were more important than global strategies and he commended senior UNICEF staff for consulting regularly with field staff on this issue. Another speaker mentioned that countries that were lagging behind in the preparation of their CSNs should receive further assistance. The secretariat clarified that it had been difficult for the system to move quickly on this issue. UNICEF wanted to see Governments "in the driver's seat", focusing on collaborative action, but ultimately, the United Nations system was in the hands of Governments.

372. The further strengthening of the resident coordinator system was seen as essential to the effective implementation of resolution 47/199, and UNICEF was urged to continue to participate actively in these efforts. The importance of the need to have highly qualified staff, especially in view of their impact on programme implementation and resource mobilization, was stressed by several

speakers. In response to a query, the Deputy Executive Director, Programmes, informed the meeting that several UNICEF representatives had been seconded to UNDP as resident coordinators and that he expected the process to continue, but in a more systematic manner, through the use of a "pool" of qualified candidates.

373. The harmonization of cycles and the overall need to move forward with inter-agency collaboration was emphasized by several delegations. With regard to the latter, the roles of JCGP and the Administrative Committee on Coordination in those efforts were considered timely and welcome.

374. Several queries were raised about the lack of progress towards the development of a common manual. The secretariat explained that this was difficult to achieve, especially among JCGP partners, since each organization had its own unique mandate and working methods. It might be possible, however, to focus on certain aspects where there could be greater commonality, such as in the area of evaluation.

375. Regarding progress made in the area of common premises, the secretariat assured Board members that UNICEF was strongly committed to this and, thus, was playing an active role. UNICEF was also looking at ways to have common services, such as security, telecommunications, etc.

376. In summary, the secretariat enumerated the following major areas of significant progress: the resident coordinator system and the idea of field teams; participation in the country programme approach; the process of follow-up to conferences; and recognition of the need for NPAs and CSNs to achieve the goals.

B. Follow-up to the International Conference on Population and Development

377. The secretariat informed Board members that UNICEF was working within the framework of its policies on family planning, HIV/AIDS and youth behaviour. Delegations were generally pleased with UNICEF efforts in ICPD follow-up. It was felt that the Board was provided with a clear vision of the role of UNICEF and delegations looked forward to reviewing the report on ICPD follow-up being prepared by the secretariat for the third regular session of 1995. One delegation stressed the importance of taking into account the outcomes of international conferences, while another welcomed UNICEF involvement in the inter-agency task force and its work at the country level. Another speaker commended UNICEF for its holistic approach to the Plan of Action, while encouraging the secretariat to continue to work within its mandate. While stressing complementarity, UNICEF should preserve its own unique identity.

378. One delegation expressed concern about the UNICEF approach to ICPD follow-up, since the relevant report seemed rather vague and superficial. The speaker urged UNICEF to take a more active and positive stand on the matter, as had already been indicated during the discussions on ICPD follow-up held at the second regular session of 1995.

C. Follow-up to the World Summit for Social Development

379. As the Deputy Executive Director, Programmes, mentioned in his introduction, UNICEF was focusing on country-levels in its follow-up to WSSD. Several delegations expressed concern that inter-agency discussions on WSSD follow-up were still at such a preliminary stage. The secretariat concurred and acknowledged its support of accelerated efforts in this area. Another speaker noted that the key elements of WSSD follow-up were related directly to UNICEF and urged the secretariat to play an active and supportive role, especially in view of the close links with the World Summit for Children, ICPD and the upcoming Fourth World Conference on Women.

380. One delegation expressed its concern with the UNICEF insistence on promoting the 20/20 initiative. The speaker hoped that in the future, UNICEF could base its actions on the consensus achieved at the Summit, which was that the initiative would be undertaken by those developed and developing country partners that were interested in doing so. Other delegations felt that the 20/20 initiative was very relevant and supported the efforts of UNICEF and others to help direct resources to the areas most in need. However, several speakers emphasized the importance of the United Nations taking the lead in the initiative. Two delegations reminded the Board that there was consensus on the language and that, therefore, the initiative could be supported.

381. The Board took note of the annual report to the Economic and Social Council and decided to transmit it to the Council (see the annex, decision 1995/17 for the text of the decision adopted by the Executive Board).

Part four

THIRD REGULAR SESSION OF 1995

Held at United Nations Headquarters from 18 to 21 September 1995

I. ORGANIZATION OF THE SESSION

A. Opening of the session

382. In his opening remarks, the President said that the management reform process was well under way, and personally, he was encouraged by the Executive Director's report on strengthening accountability in UNICEF. Similarly, the secretariat had made progress on the issue of the integrated budget, and the proposed measures would help all Board members, from donor and recipient countries alike, by allowing for greater efficiency and transparency. The Board's interest in management reform, however, would not detract from the importance of the programmatic issues before the Board at this session, specifically the health strategy and follow-up to ICPD. It was significant that the Board was addressing both of those crucial reports in the wake of the successful conclusion of the Fourth World Conference on Women. While the Executive Board would not address follow-up measures to Beijing until next year, many of the issues discussed at Cairo and Beijing pertained to children's, girls' and women's health and well-being and so were central to the UNICEF health strategy. (See document E/ICEF/1995/CRP.50 for the full text of his remarks.)

383. The Executive Director said that she was delighted to address the Executive Board so soon after the Fourth World Conference on Women, which she had attended. She was particularly gratified that girls had received the support and recognition they needed and deserved for the first time in the series of global women's conferences. As a result, she added, the movement for gender equality and women's empowerment had now become unstoppable. Girls' education - the area most emphasized by the UNICEF delegation - had received a major boost at the Conference. Continuing, she said that she had tried to use the overall learning experience of her first five months as Executive Director as an opportunity for UNICEF as a whole to review and improve its management practices. In addition, she wanted to continue to develop a close, cooperative and constructive relationship with the Executive Board, especially as the organization was taking a fresh look at its work and updating its mission statement. (See document E/ICEF/1995/CRP.51 for the full text of her remarks.)

B. Adoption of the agenda

384. The agenda of the session, as contained in document E/ICEF/1995/20, contained the following items:

- Item 1: Opening of the session: statements by the President and the Executive Director
- Item 2: Adoption of the provisional agenda and timetable and organization of work
- Item 3: Management review of UNICEF
- Item 4: Progress report on the audit of the Kenya country office
- Item 5: Health strategy for UNICEF
- Item 6: Follow-up to ICPD
- Item 7: Administrative and programme support budget: baseline budget estimates for the biennium 1996-1997
- Item 8: Global funds programme baseline budget recommendation for the biennium 1996-1997

- Item 9: Financial medium-term plan for the period 1995-1998
- Item 10: UNICEF financial reports and statements
- Item 11: Follow-up to decisions taken by the Economic and Social Council
- Item 12: Working methods and procedures of the Executive Board, including the format of future Executive Board decisions
- Item 13: Issues to be addressed at the 1996 Executive Board sessions and programme of work
- Item 14: Other matters
- Item 15: Concluding remarks

385. Before the adoption of the agenda, the Secretary of the Executive Board informed the meeting that at both the 12 September pre-session information meeting and the 15 September Bureau meeting, it had been agreed to switch agenda item 12 (Working methods and procedures of the Executive Board, including the format of future Executive Board decisions) and agenda item 4 (Progress report on the audit of the Kenya country office). It also had been decided at the pre-session meeting to consider agenda item 7 (Administrative and programme support budget: baseline budget estimates for the biennium 1996-1997) and agenda item 8 (Global funds programme baseline budget recommendation for the biennium 1996-1997) together. He also informed participants that although there would be no formal meeting on the afternoon of Tuesday, 19 September, due to the opening of the fiftieth session of the General Assembly, the secretariat had arranged an informal consultation on HIV/AIDS. No particular agenda items were scheduled for the afternoon of Thursday, 21 September, to provide the Board with additional time for deliberations on any issues.

386. The provisional agenda and proposed timetable and organization of work, as amended orally, was adopted.

387. In accordance with rule 50.2 and the annex of the Rules of Procedure, the Secretary of the Executive Board announced the observer delegations that had submitted credentials for the session and had advised the secretariat of the agenda items in which they had a special interest. They were (with the agenda item numbers indicated, if any, shown in parentheses): Afghanistan; Algeria (all); Argentina; Armenia (3,7,8,9); Austria; Bangladesh (all); Belgium (all); Benin; Bosnia and Herzegovina; Colombia; Cuba (all); Czech Republic; Denmark; Djibouti (all); Eritrea; Estonia; Ethiopia (3,4,5,6,7,9,10,11,13); Guinea-Bissau; Holy See (all); Hungary; Ireland (all); Israel; Kazakhstan (all); Kyrgyzstan; Latvia (all); Mexico (all); Namibia; Nepal; Nicaragua; Niger; Panama; Peru (9); Poland (all); Portugal; Slovenia; South Africa (all); Spain; Switzerland (3,5,7,8,9,10,12,13); Thailand; Tunisia; Turkey (3,5,7,8,9,12,13); Turkmenistan (none); Ukraine; and Viet Nam.

388. Credentials also were submitted by UNDP (all); UNESCO; UNHCR; UNFPA; WHO (5,6); the Standing Group of the National Committees for UNICEF (3,4,5,12,13); the NGO Committee on UNICEF (3,11,13); Caritas Internationalis; Defence for Children International; Helen Keller International (5); International Catholic Child Bureau (6); International Council of Nurses (5); International Council on Social Welfare; International Federation of Social Workers (none); International Federation of Business and Professional Women (5); International Federation of Settlements and Neighbourhood Centres (6,11); International Movement ATD Fourth World; Rotary International (5); Soroptimist International; World Confederation for Physical Therapy (5); World Union of Catholic Women's Organizations (5,6,11); and World Union for Progressive Judaism.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Management review of UNICEF

389. The Executive Board had before it a report on "Management excellence in UNICEF" (E/ICEF/1995/CRP.48), which was introduced by the Executive Director. She said that the secretariat was seeking guidance from the Executive Board as to whether the process was on the right track. The mission statement, which had been discussed at the second regular session of 1995, would be presented in draft form to the Board at its first regular session of 1996, to be held in January. The terms of reference for the three external consultancies (on financial systems, supply operations and IRM) had been finalized by an internal Coordinating Committee on External Consultancies, and bids were being solicited. She hoped to bring in their final costs under budget. As described in the report, seven project teams had been designated to cover the broad areas of interaction and accountability, including human resources, relations with National Committees for UNICEF and the development of a code of accountability.

390. Several delegations said that the report did not adequately emphasize the role of the Executive Board in the management reform process. Speakers stressed that the Board would have to be involved in any discussion of changes in the organizational structure. It was suggested that the mechanism for inter-sessional consultations already approved by the Board should be utilized as a means of keeping the Board informed of developments. One delegation stated that the Executive Board and observers had never conducted intensive deliberation on the management study issues last January, and that as an intergovernmental body, the Board had an obligation to do so. To that end, in addition to the inter-sessional meeting, it might be useful to establish a working group that would conduct a management review. Other speakers stated that the projects described in the report fell within the mandate of the Executive Director and did not require prior authorization by the Executive Board. They said that the Board should avoid micromanaging the secretariat.

391. Although delegations expressed satisfaction with the follow-up actions taken to date by the secretariat, some speakers asked for clarification on the linkages between the projects described in the report and the issues raised by the Booz•Allen & Hamilton management study. It was stated that the report now before the Board lacked any clear summary of how it related to the original management study. Another delegation said that the projects lacked a strategic orientation and must be defined more clearly. Yet another speaker stressed the importance of providing a "feedback loop" for lessons learned during the process. The Executive Director responded that the great majority of issues raised in the management study were being examined by the various project teams. The secretariat later distributed more detailed information on the objectives and activities of the projects teams. Asked about the status of Mr. Jay Berry, the Executive Director informed the Board that he had remained a part of the management reform team until the end of August, when there had been a joint agreement that his work could be done internally. The secretariat wanted to target the use of resources and not exceed the budget.

392. Many delegations requested that the draft of the mission statement be shared with the Executive Board informally prior to the first regular session of 1996. It also was suggested that UNICEF offices be instructed to consult with their partner Governments on this issue, following consultations with staff, National Committees for UNICEF and other United Nations bodies.

393. Several delegations expressed appreciation for the efforts made by the secretariat to involve staff in the management reform process, including the formation of advisory councils. Speakers stressed the need for change to come from within the organization, citing staff participation as essential to the success of the process. One delegation suggested that the World Wide Web and

the Internet would be useful for providing more information to Board members as well as to staff.

394. Speakers suggested that the secretariat monitor interrelationships between the different project activities to avoid duplication, stressing that all projects must serve the "customer" - children - as their priority. Regarding the structure of accountability project, one delegation emphasized the efficiency of country offices as the primary point of departure, to be followed by a review of the roles of headquarters and regional offices as support structures for country offices. It also was stated that there must be great sensitivity to national priorities in reaching goals and that UNICEF must be responsible not for global goals, but for the programmes it administers at the country level. Another speaker asked about the possibility of staff reductions, to which the Executive Director responded that although reductions might be desirable in relation to necessary new skills or budgetary constraints, percentage reductions were not viewed as an incentive for better management. The underlying aim of the reform process was to operate UNICEF as efficiently as possible within existing resources.

395. A number of speakers addressed the issue of the relationship between UNICEF and its National Committees. One delegation suggested that an external consultancy would have been preferable for this area. Another speaker expressed concern about the fact that representatives of National Committees were often also members of delegations to the Executive Board. This, it was felt, could give rise to problems with the functioning of the Board as an intergovernmental body making recommendations on relations with National Committees. The project team should look at the basic agreement with National Committees as well as the elements of a desirable partnership, especially in the areas of fund-raising and advocacy. Another delegation, however, said that the Board should not become involved at the level of the National Committees. The Chairman of the Standing Group of National Committees for UNICEF said that the Committees recognized the complexity of the management reform process and welcomed questions about agreements, fund-raising, etc., because they opened the door for increased dialogue.

396. With regard to the management study's recommendation on strengthening relations with NGOs, a representative of the NGO Committee on UNICEF urged UNICEF to use the Convention on the Rights of the Child in its role as a lead advocate for children. He also stressed that partnerships should be strengthened through better use of NGO expertise at both country and international levels and that capacity-building of NGOs should be a priority as a key for ensuring sustainability.

397. Concluding the discussion, the Executive Director agreed to provide more information to the Executive Board, including an update on resource allocations and expenditures and an early draft of the mission statement once those became available; to schedule inter-sessional meetings and to meet bilaterally with delegations, if necessary; to continue to report on the management reform through scheduled Board sessions; and to submit any recommendations with implications for policy, overall structure or budget to the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions. (See the annex, decision 1995/25 for the text of the decision adopted by the Executive Board.)

B. Progress report on the audit of the Kenya country office

398. In introducing this progress report, as contained in document E/ICEF/1995/AB/L.17, the Executive Director reported on other follow-up actions that had been taken in response to the audit of the Kenya country office. She advised about the continuing staff changes, which included downsizing of the Kenya country office. She spoke briefly about some of the actions that had been taken towards management excellence, including working closely with regional

directors in identifying the roles they will play in following up with country audits.

399. While the document was considered very useful, several delegations thought that it should have been issued for action rather than just for information. The Executive Director's rapid and forthright actions on the Kenya audits were supported by many speakers who expressed the view that she was sending the right signals throughout the system, especially with regard to strengthening financial accountability.

400. Some delegations were concerned that the document did not adequately respond to questions raised about procedures, particularly overexpenditures, which could indicate more general, system-wide problems. While encouraging transparency and accountability, the secretariat was urged to apply the lessons learned from the experience of the Kenya country office to the management of all its country offices. In this connection, speakers emphasized the need for UNICEF to develop an early warning system to guard against the recurrence of mismanagement.

401. In response, the Executive Director said that while dealing with the specific situation in Kenya, the secretariat was trying to take action on more generic issues. This, she added, was the reason for the inclusion of a general discussion of strengthening accountability in the report. For example, a systemic study of the financial and accounting systems was being undertaken by the secretariat. In addition, the development of an integrated budget system would help to provide Board members with a more transparent picture of the resources spent and in what areas.

402. One delegations said that he looked forward to the outcome of the seven initiatives and the work of the management task force, noting that there was a direct link between transparency and financial accountability and the management reform process.

403. The need for a standardized audit system was raised by one speaker. Another speaker felt that the audit function should be decentralized to the field level. While stressing that decentralization was still an important UNICEF strength, the Executive Director said that the organization was better able to utilize the auditors from the headquarters location. One speaker requested that additional resources be made available to the Office of Internal Audit so that more audits of UNICEF country offices could be carried out.

404. Numerous delegations expressed concern about the negative impact of the audit findings on the Kenya country programme both in terms of the organization's damaged image and the downsizing of the staff in the Kenya country office. Concerning the latter, one Board member said that while his Government basically supported this step, if UNICEF field activities in Kenya were adversely affected, the Board might want to decide whether downsizing was appropriate. On the other hand, if such an operation did not have a negative impact, similar steps could be taken at other field offices. Another speaker cautioned that too much emphasis was being placed on Kenya and reminded participants that this situation was caused by a failure within the system.

405. The Executive Director explained that those factors would not affect programme delivery and that all essential programmes were being maintained. She added that downsizing was related to the redefinition of the programme from an emergency-based programme to one of regular programme assistance. She also said that UNICEF was trying to consolidate four offices in Nairobi.

406. Concerning the role of NGOs, one delegation wanted clarification about the following issues: their role as "channels of funds" instead of programmes; the accounting practices used; the standards used in determining which NGOs work with UNICEF; the criteria used in selecting and using NGOs; and the systems applied to monitor their work with UNICEF. The Executive Director said that the

secretariat was reviewing its relationship with NGOs and had prepared revised cooperation agreements. She added that UNICEF was still working directly with them in programme implementation and that the Board would be kept informed.

407. One speaker expressed the view that information to donors in Kenya was insufficient and requested the secretariat to organize consultations. (See the annex, decisions 1995/26 and 1995/27 for the texts of the decisions adopted by the Board.)

C. Health strategy for UNICEF

408. The report on the health strategy for UNICEF (E/ICEF/1995/11/Rev.1) was introduced by the Executive Director. She said that health care is key to the work of UNICEF and that the organization's evolving strategy in health took into account both current priorities and an increasing emphasis on such emerging issues as adolescents, particularly young women. The Director, Programme Division, added that the revised strategy paper had the benefit of inputs from key partners, including WHO, other United Nations agencies and members of the Executive Board. He gave a broad overview of the paper, describing its main strategic thrusts and the continuing and emerging priorities outlined in the strategy.

409. The WHO Executive Director, Family Health and Reproductive Health, expressed appreciation for the strong partnership between WHO and UNICEF. She outlined important gains that have been made in child health, with much remaining to be done, and said that WHO and UNICEF must share responsibility in leading the global effort to improve the health of women and children. She stressed the importance of efforts for women and adolescents, particularly in the area of reproductive health. In addition to UNICEF participation in revisiting the Health for All strategy, she welcomed the UNICEF focus on health behaviour, particularly among adolescents.

410. Most delegations expressed support for the revised strategy, as well as appreciation for the consultations involved in its preparation. Members expressed broad support for the multisectoral orientation of the strategy, which placed the family at the centre of health action and the child at the centre of the family.

411. Several delegations said that the strategy was very ambitious and suggested that UNICEF articulate more clearly how it would be implemented. Other speakers asked how UNICEF would balance its commitments to existing priorities while broadening its programming efforts. There were several requests for the development of an implementation plan for the strategy.

412. The question of resources was raised by many delegations, particularly in reference to table 2 of the report, which presented information on historical spending by UNICEF in the health sector. Some speakers expressed concern about what they perceived as a trend towards reduced spending by UNICEF in the health sector. Other speakers said that spending in such other sectors as nutrition, education and water supply and sanitation had direct links to improving health. The secretariat clarified that while total expenditures on health have declined, health expenditures not directly related to immunization had increased steadily. While UNICEF expenditures on immunization had decreased since 1990, 80 per cent of countries had sustained or increased their immunization coverage in that period. In response to concerns about the resource implications of the ambitious health strategy, particularly new areas of emphasis, the secretariat stressed that the health strategy defines broad areas where UNICEF can act and that programming and budgeting priorities will be determined through the country planning process.

413. Most delegations said that UNICEF collaboration and coordination with other United Nations agencies and with bilateral donors were essential for progress in

health. Several speakers stressed the importance of complementarity rather than duplication of efforts, particularly in the context of limited and potentially decreasing resources.

414. The central role of Governments in the implementation of the health strategy was stressed by a number of delegations. They said that national health problems and priorities must be defined by countries themselves and guide UNICEF support. Implementation must emphasize sustainability, with particular attention to local capacity-building. Several speakers stressed that national health strategies should be flexible and take into account local situations and priorities.

415. A number of delegations expressed support for the strategy's emphasis on its adaptation to diverse country situations. Several speakers urged UNICEF to continue to focus on equity in its country programming, specifically targeting those communities in greatest need. They stressed the importance of UNICEF focusing its limited resources on the poorest countries, particularly in Africa. The particular issue of disabled children was highlighted by several delegations, as was the importance of rehabilitative services. Also noted were children in especially difficult circumstances, including street children and youth.

416. While expressing support for the monitoring strategy at district and national levels, one Board member voiced concern about the apparent lack of a global-level monitoring strategy. Every level of monitoring should build on what has been done previously; monitoring at the global level should build on national-level monitoring, which should build on monitoring at the district level. It appeared to him that UNICEF remained dependent on what was done at lower levels. He cited several instances of incomplete or misleading figures in another UNICEF publication and urged the secretariat to exercise more care about its use of statistics.

417. Several delegations stressed the need to assure sustainability, capacity-building, community participation and equity. Some speakers highlighted the success of the Bamako Initiative, which has resulted in better training, supervision and community participation in health systems in many African countries. Asked about the need for increased resources for training health workers, the secretariat said that UNICEF supports in-country training and workshops for health workers. The role of UNICEF in the process of health sector reform also was raised several times, particularly in terms of capacity-building of national institutions. The secretariat emphasized the UNICEF commitment to the Bamako Initiative, suggesting that successes in Africa needed to be more broadly disseminated in other regions.

418. The emerging emphasis by UNICEF on adolescent and women's health was well received by many delegations. Some delegations emphasized the critical problems facing those groups in their own countries, particularly in the area of reproductive health. Several delegations stressed the need for education about sexuality and reproductive health, while others questioned the appropriateness of a UNICEF role in this area. Other speakers requested further information on UNICEF programming in the area of reproductive health. Some speakers highlighted the broader direct linkages between girls' education and the health of children, youth and women. Some delegations raised questions about the strategy's limited reference to nutrition, which is an integral component of improving health status. The secretariat responded that nutrition is and will remain a key area of concern for UNICEF. The Executive Director concluded the discussion by stating that following approval of the health strategy, it would be systematically implemented through the country programme process. (See the annex, decision 1995/28 for the text of the decision adopted by the Executive Board.)

D. Follow-up to the International Conference on Population and Development

419. The Executive Board had before it a report prepared by the secretariat (E/ICEF/1995/12/Rev.1), which was introduced by the Deputy Executive Director, Programmes. Discussing the importance of ICPD to UNICEF, he highlighted the empowerment of women, the importance of girls' education and the broader ICPD vision of family planning, which is in harmony with the UNICEF approach to family planning. He said that since the Conference, UNICEF had played its full role in the Inter-agency Task Force on ICPD Implementation, including serving as the lead agency for the working group on National Capacity-Building for Tracking Child and Maternal Mortality. In addition, UNICEF headquarters had sent instructions to field offices on ICPD follow-up. Many offices were supporting creative programming in this area, including the development of teaching materials for schools in Zimbabwe which focus on gender relations, decision-making and related issues.

420. Most delegations expressed support for the revised report, saying it had a holistic and balanced orientation and had made significant progress from its earlier version. Many delegations stressed their own Governments' commitments to ICPD as well as their support to the agreements reached at the Fourth World Conference on Women. Coordination and collaboration were central themes of the discussion and there was general satisfaction with UNICEF involvement in the Inter-agency Task Force, particularly its lead role in the working group on Building National Capacity in Tracking Child and Maternal Mortality. Delegations emphasized the need for continued coordination among United Nations agencies and with other partners.

421. Many speakers agreed with the priority areas for UNICEF follow-up which comprise girls' education; women's and girls' empowerment; PHC, including reproductive health; and tracking child and maternal mortality. They also expressed satisfaction with reference to such additional areas as emergencies, refugee populations and children in especially difficult circumstances. Some delegations suggested that further details on actual implementation would be useful.

422. The inclusion of strategies for adolescent and women's health, including strategies to improve their reproductive health, was supported by many speakers. Two delegations suggested that inadequate reference was made to UNICEF action in the areas of reproductive rights and the complications of unsafe abortion. In response to one delegation's request for clarification on UNICEF support to reproductive health services, the secretariat said that the specific strategies being pursued by UNICEF were support to planning of safe deliveries; strengthening essential obstetric care; improving the life-saving skills of nurse/midwives, with respect for specific cultural settings; and the integration of reproductive health into PHC in collaboration with WHO and UNFPA.

423. Several speakers referred to the importance of counselling for adolescents on sexual and reproductive health. While the secretariat acknowledged that counselling was a critical element in promoting adolescent health, it stressed that the UNICEF approach was much broader and included peer education, mass communications and school curricula in addition to counselling and referral. There were a number of comments on the role of men in the family and the need to sensitize and educate boys about the negative consequences of gender bias, respecting the rights and dignity of girls, and how to become better fathers and husbands. One delegation, while supporting greater attention to men's role in the family, raised the question of whether men were part of the UNICEF mandate.

424. Some delegations asked about the UNICEF comparative advantage in relation to those of other United Nations agencies in ICPD follow-up, particularly in the area of reproductive health. This view was challenged by delegations which stressed the UNICEF comparative advantage in women's and adolescent health. The secretariat said that the UNICEF policy in family planning was based on previous Executive Board decisions, specifically decision 1993/11 (E/ICEF/1993/14). That

policy clarified that UNICEF did not support abortion in any way and did not supply contraceptives, relying on UNFPA and bilateral partners to do so, if that was a Government's policy.

425. Several speakers requested more information on the commitment of resources to ICPD follow-up activities. Some speakers questioned the level of priority UNICEF headquarters would accord ICPD follow-up in its guidance to the field. The secretariat said that in 1992, the level of spending on family planning and related activities amounted to 7 per cent of programme spending (including some spending on girls' education, advocacy and information, education and communication activities). In 1994 and 1995, those levels amounted to approximately 9 per cent for each year. However, the broad approach of ICPD made it difficult to calculate figures on family planning spending. The secretariat affirmed that the commitments made at ICPD would be integrated into the UNICEF country programming process. Additional guidance to the field would take an integrated approach to follow-up to ICPD, WSSD and the Fourth World Conference on Women.

426. While agreeing with the report that ICPD follow-up would help to revitalize United Nations collaboration and clarify the respective mandates and complementarity of each United Nations organization, one delegation said that the same held true for follow-up to all United Nations conferences involving UNICEF. It was extremely important, he emphasized, to review the UNICEF mandate in the context of follow-up to the most recent series of United Nations conferences. He added that the secretariat should report on the clarification of its mandate and the revitalization of its collaboration with other United Nations organizations as part of the deliberations on management reform.

427. The incorporation of ICPD goals into countries' NPAs was encouraged by many delegations, as was the need for all United Nations agencies to work towards and use a common NPA. The secretariat referred to work UNICEF is supporting in 70 countries to collect data in connection with the goals of the World Summit for Children, stressing that there is active collaboration between UNICEF, UNDP, UNFPA and WHO in data collection at the country level.

428. A representative of UNFPA expressed appreciation to UNICEF for its active participation in the inter-agency working groups and suggested that the two agencies identify concrete ways to expand their collaboration, particularly in the areas of female genital mutilation, the reproductive health needs of adolescents and women in emergencies, and addressing HIV/AIDS in the context of the Joint United Nations Programme on HIV/AIDS (UNAIDS). UNFPA had issued field guidelines on ICPD follow-up in five of the six working group areas, which were intended to facilitate more integrated planning and coordination among United Nations agencies so as to respond better to Governments. (See the annex, decision 1995/29 for the text of the decision adopted by the Executive Board.)

E. Administrative and programme support budget: baseline budget estimates for the biennium 1996-1997

429. The Executive Board considered the following documents:

(a) Administrative and programme support budget: baseline budget estimates for the biennium 1996-1997 (E/ICEF/1995/AB/L.5);

(b) Report of the Advisory Committee on Administrative and Budgetary Questions on the UNICEF management review, global funds programme budget and the administrative and programme support baseline budget for the biennium 1996-1997 (E/ICEF/1995/AB/L.12);

(c) Draft resolutions submitted to the Executive Board on the document E/ICEF/1995/AB/L.5 on the administrative and programme support budget: baseline budget estimates for the biennium 1996-1997 (E/ICEF/1995/CRP.54).

430. Introducing the documents, the Deputy Executive Director, Operations, said that following the adoption of Executive Board decision 1995/6 at the first regular session of 1995, the secretariat had postponed its internal budgeting process pending the Board's decision on implementation of the management review of UNICEF. It was agreed in the same decision that using the 1994-1995 budget as a baseline, the secretariat should submit a budget for the period 1996-1997 to the Board at its 1995 annual session. Based on comments made by Executive Board members at the pre-session briefing held on 11 May 1995, consideration of the administrative and programme support budget baseline estimates for the biennium 1996-1997 was deferred to the third regular session of 1995.

431. During the interim period between sessions, the secretariat had been addressing issues of transparency and integrated budgeting that had been raised by the Executive Board, the Advisory Committee on Administrative and Budgetary Questions, the multi-donor evaluation and the management review. At an informal informational meeting held on 28 August 1995, the secretariat had presented to delegations the concept of the integrated budget concept that UNICEF would pursue to achieve more clarity and transparency.

432. The Deputy Executive Director, Operations, said that the secretariat was proposing to integrate the administrative and programme support budget and the global funds budget for headquarters and regional offices. EPF, however, would still be maintained as a separate fund except for the staff-related costs currently being charged to it, which now would be included in the integrated budget for headquarters and regional offices. The Programme Funds for the 1990s Goals (PF90s) would be discontinued; however, the secretariat would request the Executive Board to provide the Executive Director with an unallocated amount from general resources programme funds to provide for the flexibility to tap new programme initiatives, which had been the original intention of PF90s.

433. She said that the secretariat was presenting to the Executive Board, in document E/ICEF/1995/CRP.54, a preliminary appropriation for headquarters and regional offices for one year, with the proviso that it would come back to the Board at its second regular session of 1996 with an integrated budget retroactive to January 1996. A full budget review for headquarters and regional offices would be conducted by the secretariat, incorporating the relevant aspects of the management review and the integration of both the administrative and programme support budget and the global funds budget. As is normal practice, the integrated budget submission will also be sent to the Advisory Committee for its comments.

434. Implementation of the integrated budget concept for field offices would require further review by the secretariat, she continued. As envisioned, budget preparation for field offices would coincide with the country programme preparation process, which would provide the linkages between programme and administrative costs. The secretariat, in document E/ICEF/1995/CRP.54, was proposing budget estimates for the 1996-1997 biennium for field offices using the 1994-1995 budget as baseline. It further proposed that a full integrated budget for all field offices, together with the budget for headquarters and regional offices for 1998-1999, would be presented to the Executive Board at its third regular session of 1997.

435. The secretariat also informed the Board that the Advisory Committee was not in session and, therefore, had not been able to review the proposed revised draft resolutions.

436. Most delegations supported the baseline budget proposals, but said that the documents presented by the secretariat were interim budget estimates and were subject to revision within the time-frames presented by the secretariat, which was April 1996 for the integrated budget for headquarters and regional offices and September 1997 for field offices. Several delegations, however, concurred with the view of the Advisory Committee that no careful analysis of administrative costs at headquarters and field offices had yet been carried out.

It was further emphasized that the Executive Board required a thorough analysis of headquarters and field budgets and the budget proposals should incorporate the relevant recommendations of the management review and the comments of the Advisory Committee. The secretariat agreed that there had been no detailed budget review on the administrative budget as the Executive Board had approved that the process be delayed until after the management review implications had been evaluated. One delegation recommended that decisions carried out as a result of the management review implementation should be detailed to enhance efficiency and improve corporate memory.

437. Some delegations were of the view that endorsing the interim budget estimates would be a matter of trust because the secretariat needed to be operational while a full budget review was being conducted. It was expected, however, that the revision would reflect real reductions as a result of restructuring and real reductions in posts, thereby showing a reduction in staff costs. Some delegations called the secretariat's attention to the increase in the number of limited-duration appointments and consultancies and said that the reduction in posts should not be replaced or compensated by increases in temporary assistance and consultancies. Some delegations said that they expected to see savings in staff costs and consultancies used to increase funds for programmes for health, education and water supply. The secretariat was reminded further that appropriate austerity measures are expected in the current monetary climate and that an institution which relies on public donations should not have high administrative costs. The secretariat stated that the administrative ratio of UNICEF has been declining for the past 10 years, from 15 to 10 per cent.

438. Most delegations expressed appreciation for the secretariat's efforts to improve budget processes with the integrated budget concept. Some delegations, however, encouraged the secretariat to accelerate the implementation of integrated budgeting for field offices, effective for the 1996-1997 biennium. One delegation stated further that the experience in Kenya could have been avoided had integrated budgeting been in place at that time. Some delegations, however, supported the timetable proposed by the secretariat. The secretariat clarified that the evaluation of financial systems, to be done by an external consultancy as part of the management review implementation, should be in place for an effective execution of integrated budgeting in the field offices. However, several country programmes and budget reviews had been conducted applying the integrated budget concept. One delegation reminded the secretariat to consider as well the harmonization of the UNICEF budgets with those of other United Nations agencies in the implementation of the integrated budget concept.

439. One delegation noted the reduction in general operating costs and the increase in staff costs caused by the effects of the change in the recovery from the supplementary funds policy. The speaker reminded the secretariat that supplementary funds should be charged for all supplementary-funded posts and that there should be no further burden on general resources. One delegation noted that the reductions in general operating costs were higher in the field than at headquarters. The secretariat explained that headquarters had an 8.8 per cent reduction in general operating costs compared to 6.8 per cent in field offices and that the additional general operating costs were related to the posts charged to the recovery posts. Another delegation commented that, in spite of the efforts to decentralize functions to the field, headquarters still accounted for 60 per cent of the budget. The secretariat clarified that this percentage included costs that were global in nature such as training and all international staff costs.

440. Several delegations said that staffing levels at headquarters were high, given that real programmes were in the field. The allocation of staff resources between headquarters and field locations should be based on the relationships among financial and human resources, and organizational policies and strategies. One delegation stated that the level of resources should match the level of activities conducted in various offices. Specific reference was made to Africa,

where, it was said, resources should be provided because of the region's priority focus. The secretariat said staffing proportions would be reviewed carefully during the internal budget process and would take into account the relationships between resources and strategies. The staffing proportion between headquarters and the field was 11 per cent for New York, 4 per cent for other headquarters locations and 85 per cent for field locations.

441. Although the baseline budget estimates reflected no net increase or upgrades in posts, one delegation noted that it was not easy to compare post changes since no details or specifics had been provided on changes within divisions and offices. The secretariat replied that there had been no net changes in posts charged to global funds and the core budget. There had been, however, some post changes implemented during reviews of country offices, but these involved only posts charged to programme funds.

442. One delegation noted that the report of the Advisory Committee contained information that was not included in the budget documents. The delegation reminded the secretariat of the importance of information sharing with the Executive Board. The secretariat clarified that the Advisory Committee requests additional information in the course of its review of budget documents, and this particular information was part of the additional information requested.

443. Asked by some delegations about the proposal for a regional presence in Central and Eastern Europe and CIS, the secretariat said that the costs for a regional presence would be incorporated in the revised budget proposal to be presented in April 1996. (See the annex, decisions 1995/30 and 1995/31 for the texts of the decisions adopted by the Executive Board.)

F. Global funds programme baseline budget recommendation for the biennium 1996-1997

444. The Executive Board considered the following documents:

(a) Global funds programme budget recommendations for the biennium 1996-1997 (E/ICEF/1995/AB/L.10);

(b) Report of the Advisory Committee on Administrative and Budgetary Questions on the UNICEF management review, global funds programme budget and the administrative and programme support baseline budget for the biennium 1996-1997 (E/ICEF/1995/AB/L.12);

(c) Draft resolutions submitted to the Executive Board on the document E/ICEF/1995/AB/L.10 on the global funds programme baseline budget recommendation for the biennium 1996-1997 (E/ICEF/1995/CRP.55).

445. The reports were introduced by the Deputy Executive Director, Operations, together with the documents relevant to the administrative and programme support budget (see paragraphs 430-435 above).

446. Several delegations said that they favoured the concept of global funds being used for new opportunities and global initiatives in areas such as HIV/AIDS and that this flexibility should not be lost in the integrated budget. Some speakers referred to increasing staff costs and to the burden the general resources budget had to bear in implementing the ever increasing workload related to supplementary-funded programmes. One delegation said that costs should not be cut in such key areas as communication to offset increases in staff costs, and that instead, the aim should be to reduce staffing levels and increase productivity.

447. One speaker said that budgetary allocations should be based on well-defined policies linking programme policies and strategies, financial resources and affordable human resources. Several delegations expressed concern about the

reduction in the interim budget allocations in the area of health. One delegation asked about the consultative process followed in allocating funds - both general resources and supplementary funds - for regional programmes.

448. The Director, Programme Division, said that while the reduction in global funds for health programmes was necessary because of reduced general resources income, overall expenditure levels in the health field were still significant and did not reflect any change in priority. Following ICPD, WSSD and the Fourth World Conference on Women, there were other competing priorities in the areas of education, women and girls, and water supply and environmental sanitation. Similarly, other important activities such as inter-agency collaboration and cooperation with outside institutions should be strengthened in the integrated budget process. Also, UNICEF should retain the supplementary funds "window" in activities funded by global funds as it had been extremely valuable to receive supplementary funds at the global level to channel to country activities. Much of the global funds budgets at headquarters and regional offices were related to staff costs to maintain high-level technical advisory capacity. Such global efforts as support for costing and economic analysis, evaluation studies, child rights issues and monitoring were part of most country programmes and would have to become part of the integrated budget for headquarters and regional offices.

449. One delegation welcomed the separation of EPF from the interim global funds budget. Another speaker said that there should be proper cross-referencing between the various budget and financial statements/documents to facilitate corporate memory, enhance clarity and transparency, and achieve a better understanding of the issues. Several delegations also pointed out the consistent underexpenditures in general resources allocations (e.g. PF90s) and continuous overestimates for supplementary funds requirements. The secretariat attributed these to the earlier practice of requesting Executive Board approval of a general resources allocation larger than the anticipated expenditure level (based on income projections) and, in the case of supplementary funds, reflecting the secretariat's aspirations as to what could be done if more resources became available. However, with the integrated budget, Executive Board approval in future would be tied to the medium-term plan and the supplementary funds estimates would be adjusted to more realistic levels, based on experience.

450. Responding to a query, the secretariat said that there would be no changes in post levels and grades until the integrated budget had been completed and approved by the Executive Board. Also, the integrated budget would include sufficient analysis of the various budgetary components to enable the Board to review the submission thoroughly. (See the annex, decisions 1995/32 and 1995/33 for the texts of the decisions adopted by the Executive Board.)

G. Financial medium-term plan for the period 1995-1998

451. The financial medium-term plan (E/ICEF/1995/AB/L.13) was introduced by the Deputy Executive Director, Operations.

452. Several delegations noted with satisfaction that in 1994 UNICEF income had exceeded \$1 billion for the first time in UNICEF history.

453. Although pleased with the overall 1994 income level, many delegations were concerned that income growth was due to increasing supplementary funds contributions and, therefore, that the share of funds going to general resources was decreasing. One delegation, concerned about maintaining multilateral support for UNICEF activities, suggested the possibility of imposing a limit on supplementary funding. Two delegations asked what effect the trend towards supplementary funding would have on programmes related to their strategies and geographic distribution. The secretariat agreed with delegations on the importance of general resources and said that innovative approaches were needed to increase general resources income. The secretariat confirmed that the shift

away from general resources had resulted in a slowdown in general resources programme activity. However, the secretariat did not believe that placing limits on supplementary-funded contributions was advisable because supplementary funds were coming from such increasingly new and diverse sources as NGOs and from countries such as Brazil, which were raising funds from their own private sectors for use in those countries.

454. Some delegations observed that the forecast of general resources income and related programme expenditures was lower in the current financial medium-term plan compared to last year's plan. Two delegations suggested that UNICEF should use caution when forecasting contributions to general resources from Governments.

455. One delegation commented on the improved format of the document, particularly the additional information on income projections. The same delegation suggested that the document could be improved further if it used a standard terminology for administrative budgets.

456. One delegation asked if paragraph 18 in the document suggested that UNICEF could improve the planning of expenditures. The secretariat explained that based on the experience of 1994, UNICEF had revised the implementation assumptions made in the financial medium-term plan. The same delegation also asked about the practice of recognizing income when pledged as described in paragraph 51 of the document. The secretariat explained that income recognition for supplementary funds was in accordance with UNICEF regulations and rules approved by the Executive Board.

457. Some delegations asked why the 1995 financial plan showed an increase in administrative and programme support costs although planned general resources programme expenditures for 1995 were lower than in 1994. One delegation noted that there were savings of \$10 million in the administrative and programme support budget in 1994 and asked if similar savings were expected in 1995. The secretariat said that planned programme expenditures have been reduced because they had been at an exceptionally high level while UNICEF was reducing its cash balance. Future programme expenditures were now dependent on the expected levels of general resources income. Concerning expected administrative and programme support expenditures for 1995, the secretariat noted that the planned level in the financial medium-term plan was \$3 million less than the level approved by the Executive Board.

458. One delegation noted the financial medium-term plan's reference to the effect of currency fluctuations on income and asked if there was a similar effect on income. The secretariat said that currency fluctuations affecting income also have an effect on expenditures. However, the effect on expenditures was less pronounced than on income. The delegation also asked what was the percentage of income received and payments made in United States dollars and other currencies. The secretariat responded that approximately one third of UNICEF receipts and disbursements are in United States dollars. The remainder of receipts and disbursements are in other currencies, with the national currencies received being very different from the national currencies disbursed. Another delegation asked how UNICEF spends the income realized on currency exchanges. The secretariat responded that the income realized on currency exchanges goes into the overall fund of general resources and is not directed to a specific purpose.

459. One delegation asked why the financial medium-term plan document referred to implementation rates of 93 per cent, while statement IV in the interim financial statements showed lower levels of implementation. The secretariat explained that the 93 per cent implementation refers to implementation levels for a single year, while statement IV in the financial statements shows the implementation levels on multi-year programmes.

460. Three delegations asked questions about UNICEF liquidity requirements. One delegation asked what was the monthly cash requirement of UNICEF. The secretariat responded that although there could be significant variations in monthly requirements, the monthly disbursements were about one twelfth of the annual amount. Another delegation asked why the cash balance on supplementary funds was higher than general resources. The secretariat responded that since supplementary funds programmes are meant to be fully funded, more cash is received ahead of programme implementation than for general resources. The same delegation also asked why the general resources cash balances shown in line 5 of table 5 of the document were greater than the 10 per cent liquidity guideline. The secretariat pointed out that the footnote to table 5 showed that after deducting contributions paid in advance, the cash balances were consistent with the 10 per cent liquidity guideline. (See the annex, decision 1995/34 for the text of the decision adopted by the Executive Board.)

H. UNICEF financial reports and statements

461. The Deputy Executive Director, Operations, introduced the following documents for Board consideration:

(a) Interim financial report and statements for the year ended 31 December 1994, the first year of the biennium 1994-1995 (E/ICEF/1995/AB/L.14);

(b) Harmonization of the presentation of the financial statements and the budget (E/ICEF/1995/AB/L.15);

(c) Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1995/AB/L.18).

462. One delegation said that 80 per cent of its Government's contribution to UNICEF goes to general resources. The delegation supported the multilateral nature of general resources and, therefore, was concerned about the shift in support to supplementary funds. The delegation suggested that the Executive Board might wish to consider analysing the impact on programmes resulting from the increased proportion of contributions to supplementary funds. Another delegation voiced support for the suggestion of further analysis. The secretariat shared the delegations' concerns since general resources provide the backbone of UNICEF country programmes. However, the secretariat did not favour a cap on supplementary funds contributions since they are also important to UNICEF programmes, including emergency activities.

463. One delegation asked where the 3 per cent recovery charge on supplementary-funded contributions appeared in the financial statements. The secretariat explained that the 3 per cent recovery charge was not shown as a separate item. The 3 per cent was included as a charge to supplementary funds expenditures and as a credit to the administrative and programme support budget.

464. One delegation asked how much supplementary funds expenditures were spent on emergencies. The secretariat responded that they were approximately 50 per cent and the exact figure would be communicated to the delegation bilaterally.

465. Delegations expressed approval for the efforts made on harmonization and hoped agreements could be reached soon between UNDP, UNFPA and UNICEF. The secretariat said that it would work with UNDP and UNFPA on harmonization and that the Executive Director had already discussed this issue with her counterpart at UNDP.

466. One delegation asked why administrative costs were higher in 1994 than in 1993 although programme expenditures had been constant. The secretariat explained that administrative and programme support costs for 1994 were less

than the levels approved by the Executive Board and \$10 million less than the level in last year's financial plan. The savings in the administrative and programme support budget were enough to cover the costs of the management study. The secretariat shared the delegation's concern about administrative expenditures and agreed that UNICEF should do the utmost to economize. (See the annex, decisions 1995/35 and 1995/37 for the texts of the decisions adopted by the Executive Board.)

I. Follow-up to decisions taken by the Economic and Social Council

467. The report on follow-up to the decisions taken by the Economic and Social Council (E/ICEF/1995/CRP.47) was introduced by the Deputy Executive Director, Programmes. He said that the report focused on decisions taken by the Council at its substantive session of 1995 that were most relevant to the Executive Board, namely those on operational activities for development and on humanitarian affairs.

468. On the Council's request that consideration be given to holding joint or consecutive meetings of the Executive Boards of the relevant funds and programmes, a number of delegations stressed the importance of adhering to the new procedures that have been established in the preparation of UNICEF country programmes. This new process was an important step in establishing the link between a CSN (where it existed) and the UNICEF country programme process. A number of delegations recommended that UNICEF proceed carefully on the issue of joint or consecutive meetings and endorsed the Executive Director's decision to consult with the other relevant executive heads. Some delegations also stressed the importance of ensuring that the mandates of the various funds and programmes be maintained.

469. One delegation stated that in effort to improve the cost-effectiveness of administrative services should not impact negatively on the delivery of services.

470. On the recommendation of the secretariat, the Executive Board agreed that in future, the report of the Economic and Social Council will be presented briefly to the Executive Board at the first session following the Council's substantive session, with a more comprehensive report being presented at the first regular session of the following year. (See the annex, decision 1995/36 for the text of the decision adopted by the Executive Board.)

J. Working methods and procedures of the Executive Board, including the format of future Executive Board decisions

471. The Executive Board had before it for consideration and approval a report on the working methods and procedures of the Executive Board, including the format of future Executive Board decisions (E/ICEF/1995/CRP.46). The addendum to the report contained a chart reflecting documents requested by the Board from 1994 through 1997.

472. In introducing this agenda item, the Secretary of the Board recalled that at its 1995 annual session in May, the Executive Board had adopted decision 1995/24 which requested the secretariat to consider the format of future Board decisions in order to facilitate an effective and businesslike conduct of work. Since the adoption of General Assembly resolution 48/162, he added, major changes had been made concerning decision-making procedures, document preparation and informal consultations, among others.

473. The report contained draft recommendations on the following subjects: documentation; the rationalization of subjects to be considered; the rationalization of time; and the decision-making process and format of

decisions. The secretariat also wanted the guidance of the Board on how to streamline documentation, through elimination, consolidation, etc.

Documentation

474. In addition to stressing the importance of receiving strategy documents at an early stage, delegations agreed in principle that the number of these documents to be discussed in any single year should be limited. Support was also expressed for the establishment of a time-frame or cycle of review of major UNICEF strategies, perhaps every five years. Reporting on other issues solely on a triennial basis, however, was discouraged by several speakers. One Board member suggested that this issue should be decided at the third regular session in connection with the review of documents requested for future Board sessions.

475. With regard to the length of strategy papers, one delegation expressed the view that the 15-page limit should only be indicative based on the subject matter, while another delegation did not see the need for documented rules on page limits at all. However, the majority of speakers on this subject supported page limitations as a way of saving both time and resources. The 15-page limit for final country programme documents should remain as per decision 1995/8, adopted by the Board at its first regular session of 1995.

476. Speakers who addressed this issue felt that all other documents, with the exception of the Executive Director's report, should not exceed three pages, with additional information provided in an addendum, where unavoidable. Several other speakers expressed concern, however, that limiting the length of documents might adversely affect the content. Still other delegations cautioned about the use of addenda for substantive issues.

477. In response, the Executive Director said that the use of specifics such as page limitations was not an attempt to reduce the debate or delete information. On the contrary, and as stated by many delegations, the debate would be better served if the documents were more concise.

478. It was suggested that advance copies of documents should identify the secretariat staff members responsible for their preparation so that Board members may contact them directly to obtain any additional explanations they may require. In this way, questions might be answered before meetings and interventions could be devoted entirely to an exchange of views. Several speakers endorsed the view that all documents requiring Board discussion should be for action, not just for information.

479. Two delegations suggested that documents received late for a thorough review by delegations before the session should not be considered by the Board at that session.

Rationalization of subjects to be considered

480. Although one delegation expressed concern that streamlining the agenda might have an adverse effect on the discussions by creating a lack of transparency in the activities of UNICEF, most delegations addressing this issue supported the idea. In addition, one speaker cautioned against the marginalization of issues of concern to developing countries. It was generally agreed that the secretariat should provide a table, to be considered by the Board annually at its third regular session, indicating the subjects (including major policy issues or themes) included on the agenda of the previous year, the present year and the two subsequent years. On the basis of that table, the Board, guided by the Bureau, would then review the subjects planned for inclusion on the agendas of the following two years, with a view to eliminating those items that were no longer relevant or that bore less frequent reporting and to further streamline the Board agendas.

481. It was suggested further that the preparation of draft agendas for the next two to three years would facilitate the work of both the Board and the secretariat. One delegation wanted the secretariat to provide the Board with an overview of countries submitting programme recommendations for approval, i.e., the number of countries, those submitting country programme strategy notes as well as those reporting on mid-term reviews, etc.

Rationalization of time

482. Attention was drawn to the new procedures already being implemented such as the increased interaction between the Board and the secretariat, the use of the light signalling system and having Board members address the meetings before observers. There was some discussion about the time-limits for interventions by delegations and for secretariat presentations. In this connection, one Board member expressed concern that placing a time-limit on interventions might result in insufficiently thorough deliberations. The Executive Director suggested that by being more concise and keeping to the time-limit, perhaps it would be possible to delegations to intervene more than once.

Decision-making process and format of decisions

483. The recommendations on this issue contained in the report were discussed extensively by the Board. There was general agreement that since the proposals concerning the submission of draft decisions were already included in the Rules of Procedure, they should not be the subject of further Board discussion.

484. With regard to the draft decisions themselves, one speaker emphasized the importance of ensuring that they be kept brief and without preambular paragraphs, except for reference to documentation, and address the specific issue under consideration. However, another speaker cautioned that briefly worded decisions might not provide the secretariat with sufficient guidance, resulting in the need for more careful follow-up by the Board.

485. Concerning decisions emanating from strategy papers, one delegation said that they should be concise and clearly worded and should not repeat what was in the document. This sentiment was echoed by another delegation which acknowledged having problems with draft decisions contained in strategy papers. Such decisions, he said, should have added value and not just paraphrase the document itself.

486. It was suggested by one delegation that the Board should establish a time-frame for implementation and follow-up of decisions. Along this same line, another speaker urged the Board to be more consistent with its own decisions.

General comments

487. While all speakers supported a more efficient Board, the importance of keeping a high degree of flexibility in its working methods and procedures was underscored by several delegations. The issue of the scheduling of Board sessions was raised, with one delegation in favour of them being more equally spaced. The same delegation expressed support for more inter-sessional meetings. Another delegation felt that there were too many sessions, making attendance difficult.

488. One Board member delegation expressed the view that the Board should discuss not only the working methods and procedures of the Board, but also much broader issues relating to the process of consultation such as the need to arrange informal consultations and follow-up meetings on important agenda items before and after they are taken up formally. He added that two informal consultations had been held on the initiative of the secretariat. However, the purpose of such consultations was unclear as was how the subjects were chosen. The same delegation also wanted to know whether any Board member could request the secretariat and other Board members to arrange such consultations. The

secretariat confirmed that the regular process of informal consultations would continue and that Board members should coordinate their interests through the Office of the Secretary of the Board.

489. The same speaker, among others, felt that based on the above considerations, the Board should take more time to discuss the issue. It should also be, he continued, part of a much broader process which might include, for example, pre-informal consultations and pre-briefing meetings on specific agendas and documents.

490. Several Board members referred to the Swiss "non-paper" on working methods of the existing Executive Boards that had been shared informally with delegations from all regions in April 1995. They suggested that it be recirculated to assist in the deliberations on this agenda item and it was so decided.

491. In the meantime, the Board decided that the draft recommendations contained in the report should go to a drafting session in an effort to reach consensus. Several lengthy drafting sessions were held, but due to the fact that some of the issues dealt with in the report could have an impact on the Rules of Procedure, it was decided to defer a decision pending further informal consultations. One speaker expressed disappointment that no decision had been reached and deplored the poor use of time.

492. As a point of clarification, the Swiss delegate said that the "non-paper" was originally prepared as "food for thought", not as an official proposal of his delegation. However, he would welcome hearing any viewpoints on the subject.

493. In closing the debate, the President said that in view of expected inputs from discussions on General Assembly resolution 48/162, and their possible impact on the Rules of Procedures, the Board should revisit this agenda item at a future session.

K. Issues to be addressed at the 1996 Executive Board sessions and programme of work

494. The Board had before it for review and approval a report on the issues to be addressed at the 1996 Executive Board sessions and programme of work (E/ICEF/1995/CRP.44). The secretariat also distributed a working paper of annotations of proposed items for UNICEF Executive Board sessions in 1996 based on document E/ICEF/1995/CRP.44 and incorporating decisions made by the Bureau at its 15 September 1995 meeting.

495. Based on the ensuing discussion, several significant changes were made. The second and third regular sessions were reduced from five days to four. It was decided that the reports on Board member field visits and on HIV/AIDS activities of UNICEF would be the subject of informal consultations instead of separate agenda items.

496. Historically, regional reports were included in the agenda on an annual basis in conjunction with the submission of CPRs to provide a regional perspective of UNICEF programmes and activities. In the context of the restructuring of the Executive Board, it was decided that these reports will no longer be included in the agenda. They will be presented orally, with the texts to be circulated.

497. The Executive Director's report had been presented at each annual session, with separate sections on specific subjects as decided by the Board. It was decided that those sections would be consolidated into major sections on follow-up to ICPD, WSSD and the Fourth World Conference on Women as well as the

United Nations Conference on Human Settlements (Habitat II) and on priority areas, including Africa and least developed countries.

498. Part III of the report is the annual report to the Economic and Social Council. In view of time constraints faced due to the dates of the substantive sessions of the Council, it was decided to consider this agenda item at an earlier session. (See the annex, decision 1995/38 for the text of the decision adopted by the Executive Board.)

L. Other matters

Presentations by regional directors

499. Each of the UNICEF regional directors made a brief presentation outlining recent trends and events in his or her respective region. All of them said that staff throughout their regions were participating in the management reform process through staff associations and various regional councils and task forces.

500. The Regional Director for West and Central Africa said that despite a difficult economic and political situation in the region, there had been marked advances towards the mid-decade goals. An increasing number of countries expected to meet the goal of 80 per cent of all children immunized against the six major diseases, and there had been a marked reduction in transmission of dracunculiasis (guinea worm disease) in the 12 endemic countries in the region. In addition, countries were making efforts to promote the Bamako Initiative and to provide grass-roots basic health care. Innovations in formal and informal basic education had been launched with support from Canada, among other donors. As for the goals for the year 2000, broader activities were under way to address maternal mortality, malnutrition and the issue of working children. Efforts were being made to establish closer cooperation between donors to strengthen the complementarity of different actors in the social sectors. However, financing of programmes in Central Africa remained a problem.

501. In Liberia and Sierra Leone, both of which faced emergency situations, UNICEF was trying to adjust its country programmes in response to events. There was a lack of funds in both countries, and an appeal had been launched. There would be a regional consultation in November 1995 on children in armed conflict.

502. In 1996, seven new CPRs - involving almost one third of the region - would be presented to the Executive Board. All representatives had been trained to carry out self-auditing activities and improvements were ongoing in terms of dealing with Governments, procurement, telecommunications and computerization.

503. The Regional Director for East Asia and the Pacific said that the Fourth World Conference on Women and the related NGO Forum had taken place in the region, in Beijing, China. She had been a member of the UNICEF delegation, which had emphasized the inclusion of girls in the Platform for Action. The Platform also had affirmed the position that the rights of girls and women were an integral part of human rights and also reaffirmed the position of ICPD on the reproductive health of girls. The Conference also had marked the Executive Director's first visit to the region.

504. A highlight of UNICEF work in the region was a five-year multi-country programme on HIV/AIDS, centred in the Mekong region. Financed with \$7.2 million received from the Netherlands, the programme covered Cambodia, the Hunan province of China, the Lao People's Democratic Republic, Myanmar, Thailand and Viet Nam. UNICEF was preparing country-specific responses as part of the multi-country package, working with UNAIDS, other United Nations agencies and bilateral donors. The project would focus on school-based health education and the use of traditional and mass media and health service delivery points. It would target the most vulnerable children, especially girls, and including

working children, street children, sexually exploited children, members of hill tribes and minorities, and intravenous drug users.

505. Four country programme submissions would be made to the Executive Board in 1996, all from widely differing countries.

506. The Regional Director for South Asia said that there had been progress to achieve the mid-decade goals in all seven countries of the region. UNICEF had increased its support for monitoring in support of these efforts. It would be difficult to achieve the goals for education, protein-energy malnutrition and sanitation. To do so would require a more complex strategy than service delivery, advocacy and capacity-building, using a rights-based strategy. In the region, UNICEF was working to implement its strategies for health, nutrition, water supply and sanitation, and education in the context of South Asia. A key strategy would be to strengthen partnerships between communities and Governments, and to focus on the whole child.

507. In countries where child labour exists, Governments were increasing efforts to eliminate it; UNICEF was a partner in these efforts and its staff had gained practical experience in this area, and through collaboration with headquarters and the Committee on the Rights of the Child, was beginning to discuss the elements of a strategy.

508. In several countries in the region, UNICEF was downsizing its offices and decentralizing operations. Four countries in the region were preparing country programmes for submission to the Board in 1996, and the regional office was more involved in this process than in previous years.

509. The Deputy Regional Director for the Americas and the Caribbean said that USMR had declined steadily in the region, averaging 48 deaths per 1,000 live births, but the difference between countries ranged from 10 to 130 per 1,000 live births. Nine countries, representing 65 per cent of the region's population, had rates that were too high when compared with their GNP per capita. Maternal mortality remained unacceptably high, especially among Andean communities.

510. UNICEF currently was preparing 12 country programme submissions for 1996, all with a common framework based on the rights of the child. UNICEF interventions would be adapted to the particular needs of each country. UNICEF was working in strong partnership with other agencies as well as with the social investment funds in many countries. The latter, with the help of many bilateral donors and the World Bank, provided a basis for effective social investment. The modest inputs of UNICEF had helped to advocate, plan and monitor investment proposals and to ensure greater investment in the social sector, particularly for health, education and drinking water supply. Another area of success had been mobilizing the private sector and alternative fund-raising. The funds raised in Brazil in 1994 were the third most important sources of supplementary funds in 1994. Debt conversion continued to be important in mobilizing additional resources.

511. The Chief of the headquarters section for Central and Eastern Europe, CIS and the Baltic States said that in recent months, UNICEF had responded to several emergency situations. To combat the world's worst diphtheria outbreak in 40 years, UNICEF was working with Governments in nine countries to organize emergency interventions. If not controlled, it was expected that the epidemic could spread to Western Europe and Asia and reach a death toll of more than 10,000 children and adults by the end of this year, according to WHO. In response to a global appeal launched with WHO and the International Federation of Red Cross and Red Crescent Societies, to date, UNICEF had received more than \$8 million against the \$21 million indicated in the appeal.

512. After eight months of operations in Chechnya, UNICEF had closed its emergency programme there since most needs of internally displaced persons had

been met. Some \$4.5 million had been provided to assist families affected by the conflict. At the same time, emergency operations in Dagestan, Ingushetia and North Ossetia had allowed UNICEF to identify the social conditions of local populations - families with 10 or 12 children in rural areas were no exception, with parents unemployed and living under the poverty line.

513. The countries of the former Yugoslavia saw intense military activity on all fronts during the summer of 1994, resulting in the flight of civilians - mainly women and children - from affected areas. UNICEF intensified its actions, supplementing the efforts of UNHCR, by mobilizing basic paediatric drugs, supplementary food, clothing, vaccines and water and hygiene equipment. In parallel, UNICEF worked with local authorities in front-line cities to enhance the coping mechanisms of communities and develop preparedness plans in the eventuality of further population movements. Longer-term action such as training of professionals and structural reform of basic services had continued, although at a slower pace.

514. The Regional Director for the Middle East and North Africa said that Governments in the region had integrated the goals of the World Summit for Children into their national plans, and most were planning systems for monitoring progress. Except for those affected by armed conflict, most countries were making progress towards the goals for the year 2000. Sustainability was key - most Governments were taking on the costs of vaccines for immunization programmes. With WHO and UNICEF, countries were working to eradicate polio with national immunization days, and three polio-free zones had been created in the region. Children in many countries were affected by war and its aftermath; the challenge was to protect children during periods of rapid change while the peace process continued. A consultation on children and war in the Arab region held in August had recommended a plan of action that would designate aggression against children as a crime against humanity, expand the concept of children as zones of peace and ban all production of anti-personnel land-mines.

515. UNICEF was continuing its close collaboration with regional bodies such as the United Nations Economic and Social Commission for West Asia, as well as with UNDP and WHO. As part of regional follow-up to ICPD, a meeting was planned with WHO and UNFPA to raise the capacity of government counterparts and others to plan and implement strategies for safe motherhood and reproductive health in the Arab region. Activities were also under way to improve the situation of the Arab girl.

516. The Regional Director for Eastern and Southern Africa said that the perception of the situation in the region was dominated by the constant state of emergency in some countries and the situation of the Kenya country office, but there were still strong grounds for optimism. The prospects for economic and social progress were better than in several years, southern Africa and most of east Africa were essentially at peace, multi-party democracy had become the dominant political model and South Africa's technical and economic capacity were expected to become resources for the entire region. The political importance attached to basic education was growing in several countries, there was almost universal ratification of the Convention on the Rights of the Child, and 12 of 23 countries had a good chance of meeting the mid-decade goals. Immunization coverage was improving rapidly, with a polio-free corridor in southern Africa. Nevertheless, progress to all goals would be affected by social and economic constraints, HIV/AIDS and the debt burden.

517. UNICEF was intensifying its work with regional and intergovernmental organizations as well as its support for national capacity-building. There had been successful debt conversion programmes in Zambia and Madagascar, with support from the Netherlands Committee for UNICEF. New priorities in the region included emergency preparedness, the restoration of schooling, psycho-social rehabilitation and protection of children in conflict situations, as well as follow-up to ICPD and the Fourth World Conference on Women. The emergency

situations in Rwanda, Burundi and Somalia had led to increasing initiatives for child protection, with the collaboration of UNHCR, ICRC and other NGOs.

518. A number of delegations expressed appreciation for the presentations, which they said provided an opportunity for Board members to hear first-hand about progress in the field. They also asked if in future, there might be more time for dialogue with the regional directors.

519. Asked about the work being done by UNICEF to help children traumatized by war, the Director of the headquarters Africa section said that UNICEF had a long history of dealing with child trauma, and that recent crises, especially in Africa, had reinforced its capacity in this area. Approaches included coaching and training of teachers and social workers, and UNICEF was discussing with the Government of Norway the possibility of establishing a centre in Nairobi to deal with psycho-social trauma. Asked by the same delegation about coordination during emergencies, he said that DHA the coordinating body of the United Nations, and that NGOs were very important in these activities. In all its emergency activities, UNICEF emphasized the move from emergency to development.

520. Asserting that her Government had not been in favour of the decision to centralize the audit function at headquarters, another speaker asked the regional directors for their opinions on the subject. The Regional Director for West and Central Africa said that neither she nor her colleagues had any personal experience with the old system, but found that the current system worked very well. Locating the auditors at headquarters had strengthened their independence and the quality of their work because of their interaction with colleagues. Because the regional offices were responsible for following up the implementation of the audit recommendations in country offices, it would be important to strengthen the capability of the regional offices to provide that follow-up instead of moving the auditors to field locations.

521. One delegation said that there had been no mention of the important role of UNICEF in procuring vaccines and medical equipment for countries which did not have international procurement agencies, and asked if there were any problems in this area. The Director, Supply Division, later said that UNICEF both acted as a purchasing agent and provided vaccines for vaccine independence initiatives, which it hoped to expand to other countries.

522. The same speaker also asked if UNICEF could be more active in promoting private sector fund-raising in countries for their own programmes. The Executive Director said that this was an area being pursued, and cited the example of Brazil, which had been mentioned in the presentation on the Americas and the Caribbean.

Supply operations

523. The Executive Board had before it for information a report on UNICEF supply operations during 1994 (E/ICEF/1995/AB/L.16).

524. One delegation asked how the secretariat intended to avoid the problems that had caused the low warehouse throughput indicated in the report. The Director, Supply Division, replied that during 1994, the warehouse in Copenhagen had experienced a very unsatisfactory situation with the contract labour employed there. However, UNICEF now had a more satisfactory relationship with the contractor and had taken actions to ensure that the conditions which had caused the strike at the warehouse would not recur.

525. The same delegation said that it would be important for Supply Division to expand direct ordering, and asked what items and/or goods would be suitable for direct ordering, other than computers. The secretariat replied that direct ordering was designed to allow country offices to make purchases directly from international suppliers with whom international contracts had been negotiated. The concept was being expanded from computers to office supplies and hand tools.

526. Another delegation congratulated UNICEF on the terms of reference for the external consultancy on supply operations. The same speaker asked if the value of supplies shipped to emergency operations indicated in paragraph 4 of the report was the total value of all emergency supplies or only that of supplies shipped from Copenhagen. The secretariat replied that the figure referred to all supplies and equipment shipped to emergency locations. The figure had declined from 1993 to 1994, but had risen again in 1995. However, the total expenditure on emergency actions was significantly higher if locally purchased supplies were included. Asked by the delegation why the decline had occurred, the secretariat said that in most emergency situations, donations-in-kind were often received but did not appear on the warehouse register. The same applied to locally purchased supplies.

527. The speaker also asked about the reference in paragraph 5 of the report to a \$10 million limit on local procurement, to which the secretariat replied that the figure was a limit per transaction.

Contributions from Governments and other sources

528. The Executive Board had before it for information a report on contributions from Governments and other sources (E/ICEF/1995/CRP.45).

529. One speaker said that her Government had paid its annual contribution in full, but not in time for it to be reflected in the report.

530. The same speaker asked, for the purposes of transparency, how much of the contributions from National Committees for UNICEF came from government funds. UNICEF raised much of its income from the private sector, with the figure of one third often cited. However, some Governments channelled funds through National Committees. The Director, Programme Funding Office, said that some Governments provided matching funds for funds raised by National Committees. Because those funds otherwise would not have been made available to UNICEF, the National Committees saw the funds as raised by them. UNICEF was working on reporting with the National Committees so that secondary donors could be indicated for the six countries for which this was an issue. In general, however, the figure on private sector fund-raising was not vastly overstated.

M. Concluding remarks

531. The Executive Director said that the year 1996 would mark not just the fiftieth anniversary of UNICEF, but also the one hundredth anniversary of the Olympic Games. UNICEF, in collaboration with the International Olympic Committee, was supporting "Olympic Aid", an effort to accelerate efforts on behalf of children affected by war. It was hoped that some \$15 million would be raised, much of it through the private sector. She then introduced to the Executive Board Johann Olav Koss, the Norwegian Olympic medalist, who was working with UNICEF in this endeavour.

532. The Executive Director also announced some recent changes among senior staff.

533. In closing, she said that the session had been a successful one and that she appreciated the Board's cooperation in completing the session in four days instead of five days. During the session, the Board had shown a high degree of ownership towards the UNICEF mission and that it was committed, like the secretariat, to moving ahead with reform. She was gratified by the support expressed for the measures taken with regard to the Kenya country office and was taking steps to ensure that there would be no recurrence. She shared the concerns expressed by delegations about the decline in general resources funding, on which the organization depended. The Executive Director thanked the President for his guidance and leadership during the past year.

534. The President said that it had been a privilege to serve during this year of transition, working with both the late James Grant and Ms. Carol Bellamy. He said that the management reform was a landmark for UNICEF and that both the Executive Board and the secretariat had shown vision and courage in beginning the process, knowing it would involve self-criticism on both sides. After reviewing some of the Board's achievements during 1995, he thanked the secretariat and members of the Board for their support. (See E/ICEF/1995/CRP.53 for the full text of his remarks.)

Annex

DECISIONS ADOPTED BY THE EXECUTIVE BOARD DURING 1995

<u>Number</u>	<u>Title</u>
<u>First regular session</u>	
1995/1.	Election of Executive Board representatives to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education for the biennium 1995-1996
1995/2.	1995 UNICEF Maurice Pate Award
1995/3.	Conference facilities at the premises of UNICEF headquarters
1995/4.	Mechanisms for the review and implementation of future recommendations of the UNICEF/World Health Organization Joint Committee on Health Policy and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education
1995/5.	Annual reports to the Economic and Social Council
1995/6.	Administrative and programme support budget for the period 1996-1997 in the context of implementation of the management review of UNICEF
1995/7.	UNICEF management review
1995/8.	Consideration and approval process of country programme recommendations

Second regular session

1995/9.	Proposals for UNICEF cooperation and programme reviews
1995/10.	Report of the UNICEF/WHO Joint Committee on Health Policy on its thirtieth session
1995/11.	Follow-up to the International Conference on Population and Development
1995/12.	UNICEF management review
1995/13.	Coordination of UNICEF activities concerning HIV/AIDS

Annual session

1995/14.	Progress report on follow-up to the World Summit for Children
1995/15.	Greeting Card and related Operations - financial reports
1995/16.	Proposals for UNICEF cooperation and programme reviews
1995/17.	Annual report to the Economic and Social Council

<u>Number</u>	<u>Title</u>
1995/18.	Ensuring child survival, protection and development in Africa
1995/19.	Audit of the Kenya country office
1995/20.	Greeting Card and related Operations work plan and proposed budget for 1995
1995/21.	UNICEF strategies in basic education
1995/22.	UNICEF strategies in water and environmental sanitation
1995/23.	Election of Executive Board representatives to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education
1995/24.	Format of future Executive Board decisions

Third regular session

1995/25.	Management excellence in UNICEF
1995/26.	Strengthening financial control and accountability
1995/27.	Strengthening accountability and oversight in UNICEF
1995/28.	Health strategy for UNICEF
1995/29.	Follow-up to the International Conference on Population and Development
1995/30.	Interim budget allocation for administrative and programme support for headquarters and regional offices for the year 1996
1995/31.	Administrative and programme support budget for field offices for the biennium 1996-1997
1995/32.	General resources global funds programme budget estimates for the calendar year 1996
1995/33.	Supplementary-funded global funds programme budget estimates for the calendar year 1996
1995/34.	Financial medium-term plan for the period 1995-1998
1995/35.	UNICEF financial reports and statements
1995/36.	Follow-up to the decisions taken by the Economic and Social Council
1995/37.	Harmonization of budget presentations
1995/38.	Allocation of items for UNICEF Executive Board sessions in 1996

First regular session

- 1995/1. Election of Executive Board representatives to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education for the biennium 1995-1996

The Executive Board

1. Decides to elect the following members and alternates to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education for the 1995-1996 biennium:

(a) From the African group of States, Madame Esi Sutherland Addy and as alternate, Mr. John Kusi-Achampong (Ghana);

(b) From the Asian group of States, Dr. Akhtar Hasan Khan and as alternate, Mr. Munir Ahmad (Pakistan);

(c) From the Central and Eastern European group of States, H.E. Mr. Liviu Major and as alternate, Mr. Sorin Ionesco (Romania);

(d) From the Western European and Others group of States, Mr. Ingmar Gustafsson and as alternate, Mr. Lars-Olof Edstrom;

2. Agrees that the Latin American and Caribbean group of States will advise the Executive Board of its nominees at a later date. 1

First regular session
2 February 1995

- 1995/2. 1995 UNICEF Maurice Pate Award

The Executive Board

1. Decides to present the 1995 UNICEF Maurice Pate Award to Professor Ihsan Dogramaci of Turkey;

2. Approves the allocation of \$25,000 from general resources for that purpose.

First regular session
2 February 1995

- 1995/3. Conference facilities at the premises of UNICEF headquarters

The Executive Board

1. Takes note of the report on "Conference facilities at the premises of UNICEF headquarters" (E/ICEF/1995/AB/L.2);

2. Decides to take a decision on the subject at a later date.

First regular session
3 February 1995

1/ The Board subsequently decided on 6 February to defer the election of the member and alternate of the Latin American and Caribbean group of States to the second regular Board session of 1995 to be held from 20 to 23 March.

1995/4. Mechanisms for the review and implementation of future recommendations of the UNICEF/World Health Organization Joint Committee on Health Policy and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education

The Executive Board

Decides that, in order to involve the Executive Board more actively in the work of the joint committees:

(a) The draft agendas of the two joint committees be submitted to the UNICEF Executive Board representatives on the committees for their comments and approval;

(b) Consultations be institutionalized between the UNICEF secretariat and the UNICEF Executive Board representatives on the joint committees regarding the agenda, the issues and the desired outcome;

(c) The President of the Executive Board present the report of the relevant joint committee to the Executive Board, outlining the issues raised, the recommendations made and their context, and the future implications of the recommendations.

First regular session
2 February 1995

1995/5. Annual reports to the Economic and Social Council

The Executive Board,

Taking into account paragraph 29 of the annex to General Assembly resolution 48/162 of 20 December 1993, paragraph 7 of Economic and Social Council resolution 1994/33 of 28 July 1994 and Economic and Social Council decision 1994/293 of 28 July 1994 relating to the annual reports to the Economic and Social Council,

Noting that the secretariats of the Executive Boards of UNICEF, the United Nations Development Programme and the United Nations Population Fund, as well as the secretariat of the World Food Programme (WFP) (WFP will establish an Executive Board later in accordance with resolution 48/162), discussed on 1 November 1994 ways to meet the requirements of the resolutions of the General Assembly and the Economic and Social Council and agreed to proceed on a common understanding on the format and content,

Decides the following on the format and content of annual reports of the Executive Board to the Economic and Social Council:

(a) One part of the annual report of the executive head of UNICEF to his/her Executive Board will also be the report to the Economic and Social Council. As a result, this part of the annual report will carry both an Executive Board document symbol and an Economic and Social Council document symbol;

(b) It will contain the sections requested by the Economic and Social Council:

- (i) A section outlining measures taken in the implementation of the provisions of the triennial policy review of operational activities;
- (ii) A section on the activities and measures undertaken within the designated theme(s) for the high-level meeting of the operational

activities segment (in 1995, the implementation of the programme of action adopted by the International Conference on Population and Development is designated as a principal theme; other themes, including the outcome of the World Summit on Social Development, could be considered);

(c) The general format of these two sections of the report, which will have a common structure, will be discussed with the Bureau of the Executive Board;

(d) The Executive Board will, at its annual session, consider these sections as distinct agenda items;

(e) The Executive Board's comments and recommendations relating to these sections will be submitted to the Economic and Social Council as a clearly identifiable part of the report on the annual session of the Board;

(f) The reports on the sessions of the Executive Board since July 1994 (covering three regular sessions and the annual session of 1995) will be submitted to the Economic and Social Council at its substantive session of 1995 following the same procedure as in 1994;

(g) A section summarizing the relevant recommendations of the Executive Board will be included in the annual report of the Secretary-General to the operational activities segment of the Economic and Social Council (para. 5 (a) of Council resolution 1994/33);

(h) A short analytical overview of reports on the work of the funds and programmes, highlighting common themes, trends and problems, will also be included in the annual report of the Secretary-General to the operational activities segment of the Economic and Social Council (para. 5 (e) of Council resolution 1994/33);

(i) The secretariat of the Executive Board may provide valuable input to the two chapters of the annual report of the Secretary-General to the operational activities segment of the Economic and Social Council mentioned in paragraphs 5 (g) and (h) above.

First regular session
2 February 1995

1995/6. Administrative and programme support budget for the period 1996-1997 in the context of implementation of the management review of UNICEF

The Executive Board

1. Decides to postpone the preparation of the administrative and programme support budget and the global funds budgets for the biennium 1996-1997 pending its decision on implementation of the management review of UNICEF;

2. Agrees that the administrative and programme support budget and the global funds budgets for the period 1994-1995 will serve as baseline budgets for 1996-1997 and that there will be no addition or upgrading of net additional core posts except in connection with the new regional office for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, whose proposed budget will be considered by the Board later in 1995, taking into account the comments made during its first regular session of 1995, including those made by delegations;

3. Further agrees that these baseline budgets will be submitted to the Advisory Committee on Administrative and Budgetary Questions and, together with

the report of the Advisory Committee, will be considered by the Board at its 1995 annual session;

4. Decides to consider, as necessary, budget revisions submitted by the secretariat during the remainder of 1995 and in 1996 and 1997.

First regular session
6 February 1995

1995/7. UNICEF management review

The Executive Board

1. Welcomes the UNICEF management study report for its recognition of UNICEF's achievements and strengths and its identification of areas where UNICEF can achieve improved performance through increased efficiency and effectiveness;
2. Expresses appreciation to the consultants who undertook the study for their thorough and balanced review of UNICEF;
3. Calls upon the secretariat:
 - (a) To establish an internal process of management reform in UNICEF, including the designation of a task force to deal with the report and development of a plan of action;
 - (b) To ensure the full and active involvement of UNICEF staff in the work of the task force;
 - (c) To consider the experience of the UNICEF National Committees as an input to the work of the task force;
4. Looks forward to maintaining close contact with the secretariat in formulating the plan of action to deal with issues included in the report;
5. Calls for regular informal briefings of all interested parties by the secretariat between Board meetings on progress with implementing change, and encourages the secretariat to seek guidance of the Board when necessary;
6. Decides to establish an informal inter-sessional consultation of interested parties to facilitate discussion and decision-making by the Board on the report, to meet as required;
7. Requests the secretariat, as an initial step, to provide the following information for the second regular session of the Executive Board:
 - (a) An initial response to the recommendations of the management review, including reference to any disagreements over matters of fact, for the consideration of the Board;
 - (b) Advice on recommended priorities for action within the following categories:
 - (i) Implementation is possible soon and requires no Board action;
 - (ii) Implementation requires further analysis and consultation;
 - (iii) Board approval required (especially for structural, financial and staffing aspects);
 - (c) Outline of broad priority areas for implementation and the estimated monthly timetable for their consideration and action;

(d) Initial advice on the implications of the review for the mandate and mission of UNICEF;

8. Encourages the secretariat, in its follow-up to the review, to take into consideration the recommendations of the multi-donor evaluation, as well as reform measures, both planned and under implementation, elsewhere in the United Nations system;

9. Requests the secretariat to submit the following matters to the Executive Board for its consideration:

(a) Draft overall mission statement for UNICEF, as well as the draft mission statement on emergency operations;

(b) Draft terms of reference for any further consultancy study relating to the management review;

(c) Submissions to the Board on any additional funding requirements arising from the study.

First regular session
6 February 1995

1995/8. Consideration and approval process of country programme recommendations

The Executive Board

1. Reaffirms that the recipient Government has the primary responsibility for the formulation of its country programme, as well as for the coordination of all types of external assistance, in order to effectively integrate the assistance into its development process;

2. Stresses the importance it attaches to the mechanisms for coordination at the field level established in General Assembly resolution 47/199 of 22 December 1992;

3. Stresses that the country programmes should be based on a realistic estimate of income from general resources and supplementary funds;

4. Decides that the secretariat, in consultation with recipient Governments, informs the Board at an early stage of its preliminary ideas regarding the mix and weight given to programme strategies and priorities, and including a brief description of other activities within each sector explaining how UNICEF's proposals fit in with these, to be used as a basis for further discussions in the recipient country. This would be done by submitting a brief country note (approximately 3-4 pages) to the Board for its comments, which will include specific reference to results achieved and lessons learned;

5. Calls upon the UNICEF country representative, in consultation with the recipient country and the United Nations resident coordinator, to take the necessary steps to organize, at an early stage, periodic meetings to exchange views with relevant partners on the status of UNICEF country programmes to avoid duplication and strengthen mutual support;

6. Requests the secretariat to submit to the Board a summary of the final country programme document for approval. This document should not exceed 15 pages and present in a systematic way strategy, inputs and outputs. Board approval is given on a no-objection basis. If any Board member wishes that a particular country programme be brought before the Board for discussion, it must inform the secretariat before the meeting in writing;

7. Requests the secretariat to submit to the Board a summary of the outcome of mid-term reviews and major evaluation reports, specifying, inter alia, the results achieved, lessons learned and the need for any adjustment in the country note. The Board comments on these reports and provides guidance to the secretariat, if necessary;

8. Decides that these arrangements should first take effect in 1996 and will be reviewed in 1998.

First regular session
6 February 1995

Second regular session

1995/9. Proposals for UNICEF cooperation and programme reviews

The Executive Board

1. Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1995/P/L.10 and Add.1:

(a) \$108,709,249 for general resources funding and \$248,383,450 for supplementary funding for programme cooperation in Africa, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Angola	1996	3 200 000	6 700 000	P/L.27
Burkina Faso	1995	260 000		P/L.14
Burkina Faso	1996-2000	14 000 000	34 375 000	P/L.14
Côte d'Ivoire	1995-1996		2 000 000	P/L.35
Eritrea	1995	600 000		P/L.11
Eritrea	1996-2000	7 500 000	25 850 000	P/L.11
Ghana	1995	650 000		P/L.16
Ghana	1996-2000	15 000 000	26 828 000	P/L.16
Madagascar	1995	165 000		P/L.12
Madagascar	1996-2000	15 900 000	44 100 000	P/L.12
Mauritius	1996-2000	3 750 000	500 000	P/L.23
Sao Tome and Principe	1996	750 000	345 000	P/L.27
Senegal	1995-1996	3 072 979		P/L.32
Senegal	1995-1996		3 500 000	P/L.32
Somalia	1995	400 000		P/L.27
Somalia	1996	3 000 000	23 000 000	P/L.27
Swaziland	1995	100 000		P/L.23
Swaziland	1996-2000	3 750 000	2 750 000	P/L.23
Uganda	1995-2000	32 600 000	77 400 000	P/L.13
United Republic of Tanzania	1995-1996		1 035 450	P/L.32
United Republic of Tanzania	1996	4 011 270		P/L.32

(b) \$9,108,352 for general resources funding and \$44,100,000 for supplementary funding for programme cooperation in the Americas and the Caribbean, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Argentina	1995	5 000 000		P/L.29 and Corr.1
Argentina	1996	1 000 000	9 000 000	P/L.29 and Corr.1
Guatemala	1995-1996		2 700 000	P/L.36
Haiti	1995-1997	5 100 000	25 800 000	P/L.29 and Corr.1
Jamaica	1995-1996	1 500 000	1 600 000	P/L.29 and Corr.1
Mexico	1995	431 512		P/L.33
Venezuela	1995	1 076 840		P/L.33

(c) \$344,074,941 for general resources funding and \$430,500,000 for supplementary funds for programme cooperation in Asia, as follows:

<u>Country/ programme</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Bangladesh	1996-2000	88 000 000	162 000 000	P/L.21
Bhutan	1996	873 645		P/L.34
Cambodia	1995	230 000		P/L.34
China	1995	1 980 000		P/L.17
China	1996-2000	100 000 000	60 000 000	P/L.17
Indonesia	1995-2000	72 000 000	70 000 000	P/L.18
Myanmar	1995	3 230 049		P/L.19
Myanmar	1996-2000	32 500 000	23 500 000	P/L.19
Viet Nam	1995	1 261 247		P/L.20
Viet Nam	1996-2000	44 000 000	91 000 000	P/L.20
Subregional multimedia communications initiative for South Asia	1995-1999		24 000 000	P/L.37

(d) \$39,500,000 for general resources and \$48,500,000 for supplementary funding for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Afghanistan	1995	500 000		P/L.22
Afghanistan	1996-1999	24 000 000	28 000 000	P/L.22
Armenia	1995-1999	5 000 000	6 500 000	P/L.26
Azerbaijan	1995-1999	5 000 000	6 500 000	P/L.26
Romania	1995-1999	5 000 000	7 500 000	P/L.26

(e) \$5,000,000 for general resources and \$5,000,000 for supplementary funds in the Middle East and North Africa, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Syrian Arab Republic	1996-2000	5 000 000	5 000 000	P/L.24

2. Approves an amount of \$1,019,433 to cover overexpenditure, as described in document E/ICEF/1995/P/L.38;

3. Decides to consider at its annual session of 1995 the country programme recommendations contained in documents E/ICEF/1995/P/L.15, E/ICEF/1995/P/L.25, E/ICEF/1995/P/L.28, E/ICEF/1995/P/L.30 and E/ICEF/1995/P/L.31.

Second regular session
22 and 23 March 1995

1995/10. Report of the UNICEF/WHO Joint Committee on Health Policy on its thirtieth session

The Executive Board

1. Takes note of the report of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (JCHP) on its thirtieth session (E/ICEF/1995/P/L.9);

2. Commends the work done by the two secretariats in a spirit of partnership and complementarity;

3. Takes note of the recommendations of JCHP contained in document E/ICEF/1995/P/L.9;

4. Requests that the secretariat of UNICEF undertake a thorough consultation of the draft UNICEF health strategy document with concerned parties such as JCHP, WHO, the World Bank, the United Nations Population Fund and others, as it deems appropriate, in preparation for submission to the UNICEF Executive Board in order to promote its implementation at the country level.

Second regular session
23 March 1995

1995/11. Follow-up to the International Conference on Population and Development

The Executive Board

1. Takes note of document E/ICEF/1995/12 and Corr.1 on UNICEF follow-up to the International Conference on Population and Development;

2. Requests the secretariat to submit at its third regular session a revised paper taking into account the comments made by Board members at the present session.

Second regular session
23 March 1995

1995/12. UNICEF management review

The Executive Board,

Recalling its decision 1995/7 of 6 February 1995 on the management review of UNICEF,

1. Welcomes the initial response of the secretariat contained in document E/ICEF/1995/AB/L.4 and the additional information presented during the current session of the Executive Board;

2. Agrees with the secretariat's intention to reallocate funds already approved for the implementation of the review as outlined in the document and in light of the discussion on this subject by the Executive Board;

3. Requests the secretariat to elaborate further, taking into account the points of view expressed by members of the Executive Board, the work plan (contained in document E/ICEF/1995/AB/L.4) for the implementation of the management review follow-up and to submit it, for information and guidance of the Executive Board;

4. Calls upon the secretariat to redraft the terms of reference for further consultancies presented to the Board, taking into account the views expressed by Board members at the present session;

5. Decides to consider the question of the UNICEF mission, including emergencies, at the 1995 annual session of the Executive Board.

Second regular session
23 March 1995

1995/13. Coordination of UNICEF activities concerning HIV/AIDS

The Executive Board

1. Urges the UNICEF secretariat, like other co-sponsoring agencies, to participate actively in the joint and co-sponsored United Nations programme on HIV/AIDS and to support the director of this programme;

2. Notes with satisfaction the Declaration of the Paris Summit on HIV/AIDS held on 1 December 1994 and urges that all possible steps be taken to implement it in the context of the joint and co-sponsored United Nations programme on HIV/AIDS;

3. Requests the UNICEF secretariat to develop a strategy for the inclusion of HIV/AIDS components in its programmes and regular activities within the framework of the joint and co-sponsored United Nations programme on HIV/AIDS.

Second regular session
23 March 1995

Annual session

1995/14. Progress report on follow-up to the World Summit for Children

The Executive Board,

Recalling its decision 1994/A/2 (E/ICEF/1994/13) concerning a mid-decade review of progress towards implementation of the commitments of the Declaration and Plan of Action of the World Summit for Children,

1. Requests the Executive Director to play an active, supportive role in helping to implement General Assembly resolution 45/217 of 21 December 1990 and to undertake consultations within the United Nations system and with members of the Executive Board as to how UNICEF can best support this process called for by the World Summit for Children and Executive Board decision 1994/A/2;

2. Proposes the sixth anniversary of the World Summit for Children, 30 September 1996, as an appropriate date for the results of such a review to be announced;
3. Urges all Governments to participate in the review by carrying out prior to September 1996 assessments of progress at mid-decade towards the goals of the World Summit for Children;
4. Further urges countries, in carrying out such assessments, to include provincial and local authorities, non-governmental organizations (NGOs), the private sector and civic groups in this activity, in the spirit of paragraph 34 (i) of the Plan of Action of the World Summit for Children;
5. Calls upon international and national NGOs to provide input to the assessment by Governments of progress as of mid-decade and of the steps that need to be taken to assure attainment of the year 2000 goals;
6. Requests the secretariat to support countries, as requested and within the context of UNICEF country programmes, in the gathering and analysis of data on progress towards the mid-decade and decade goals and the overall assessment of the country's response to the World Summit Declaration and Plan of Action. All work done in support of the gathering of data for the mid-decade and end-decade goals should be standardized, coordinated with and shared by other United Nations agencies and result in improved and sustainable national capacity in gathering and analysing data on the situation of children;
7. Also requests the secretariat to report back to the Board in future Executive Director's reports on the cost of the mid-decade review exercise to UNICEF and its country programmes and, where possible, to other partners, including the United Nations Development Programme, the World Health Organization (WHO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund and other United Nations partners;
8. Further requests the secretariat to work closely with other United Nations entities, particularly WHO, UNESCO and the United Nations Statistical Office, in systematizing the results of national assessments of progress and other relevant data, with a view to presenting, by the middle of 1996, a coherent and comprehensive statement of the status of achievement of the mid-decade goals and of progress towards the goals for children and development by the year 2000.

Annual session
25 May 1995

1995/15. Greeting Card and related Operations -financial reports

The Executive Board

Takes note of the Greeting Card and related Operations (GCO) provisional report for the period 1 May 1994-30 April 1995 (E/ICEF/1995/AB/L.7 and Corr.1) and the GCO financial report and accounts for the year ended 30 April 1994 (E/ICEF/1995/AB/L.6).

Annual session
25 May 1995

1995/16. Proposals for UNICEF cooperation and programme reviews

The Executive Board

Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1995/P/L.10 and Add.1:

(a) \$49,870,615 for general resources funding and \$48,281,000 for supplementary funding for programme cooperation in Africa, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Cameroon	1995	750 000		P/L.28
Cameroon	1996-1997	2 800 000	6 000 000	P/L.28
Chad	1995	181 680		P/L.15
Chad	1996-2000	8 500 000	16 025 000	P/L.15
Gabon	1996	750 000	300 000	P/L.28
Guinea	1995	715 935		P/L.28
Guinea	1995	765 000		P/L.28
Guinea	1996	2 000 000	5 415 000	P/L.28
Nigeria	1996	16 000 000	7 000 000	P/L.28
Sierra Leone	1995	200 000		P/L.28
Sierra Leone	1996-1997	3 600 000	6 776 000	P/L.28
Zaire	1995	373 000		P/L.28
Zaire	1996-1997	14 000 000	6 000 000	P/L.28

(b) \$36,697,002 for general resources funding and \$84,800,000 for supplementary funding for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Kazakhstan	1995-1999	5 000 000	20 000 000	P/L.25
Kyrgyzstan	1995-1999	5 000 000	10 000 000	P/L.25
Moldova	1995-1996	1 500 000	2 000 000	P/L.31
Tajikistan	1995-1999	6 250 000	20 000 000	P/L.25
Turkmenistan	1995-1999	5 000 000	10 000 000	P/L.25
Turkey	1995	497 002		P/L.31
Turkey	1996	2 200 000	2 800 000	P/L.31
Uzbekistan	1995-1999	6 250 000	20 000 000	P/L.25
Programme support and operations	1995-1999	5 000 000		P/L.25

(c) \$13,096,933 for general resources funding and \$45,260,000 for supplementary funding for the Middle East and North Africa, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Algeria	1995	357 676		P/L.30
Algeria	1996-1997	2 000 000	1 000 000	P/L.30
Oman	1995	129 416		P/L.30
Oman	1996	1 000 000		P/L.30

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1995/</u>
Palestinian women and children in:				
Lebanon	1996-1997	700 000	1 040 000	P/L.30
Syrian Arab Republic	1996-1997	400 000	620 000	P/L.30
West Bank and Gaza	1995	409 841		P/L.30
West Bank and Gaza	1996-1997	2 400 000	32 600 000	P/L.30
Sudan	1995	200 000		P/L.30
Sudan	1996	5 500 000	10 000 000	P/L.30

Annual session
25 May 1995

1995/17. Annual report to the Economic and Social Council

The Executive Board

Takes note of the Executive Director's annual report to the Economic and Social Council (E/ICEF/1994/14 (Part III)) and the report on UNICEF follow-up to the World Summit for Social Development (E/ICEF/1995/19) and decides to transmit these reports to the Economic and Social Council at its 1995 substantive session.

Annual session
26 May 1995

1995/18. Ensuring child survival, protection and development in Africa

The Executive Board,

Recalling its decision 1994/A/3 (E/ICEF/1994/13),

1. Reaffirms its strong and consistent commitment to Africa as the region of greatest need and highest priority and requests the Executive Director to develop specific strategies for translating this priority into concrete actions, including proposing increases in resource allocations for country programmes in Africa;

2. Reaffirms its commitment and support to the Secretary-General's Special Initiative for Africa, welcomes the UNICEF contribution to date and requests the Executive Director to ensure that UNICEF continues to play an active role in the inter-agency work on the implementation of this Initiative;

3. Acknowledges the critical role of basic education in development and, for that purpose: (a) urges African Governments to develop feasible and dynamic plans of action and allocate resources aimed at reversing the falling rates of enrolment and moving towards the Education for All goals agreed to at the World Conference on Education for All and the World Summit for Children; and (b) requests the Executive Director to support countries in formulating such plans and mobilizing external resources for their implementation;

4. Calls upon the Governments of African States to increase and strengthen the participation of communities in the planning, implementation and

management of programmes for the delivery of social services, including the commitments made at the World Summit for Social Development;

5. Requests the Executive Director, in close cooperation with African Governments, to coordinate UNICEF activities with those of other United Nations agencies, particularly the World Health Organization, and to participate in strengthening existing strategies and programmes to assist in the implementation of the Global Plan of Action on Malaria;

6. Further requests the Executive Director to develop partnerships with bilateral and multilateral donor agencies to support African countries' efforts to meet specific goals or sets of goals within their national programmes of action;

7. Urges donor countries and international financial institutions to consider all possible measures to reduce the official debt burden of African countries, including debt cancellation and debt conversions for social investment in health, education and water supply and sanitation, and encourages the Executive Director to advocate at the highest possible levels for the reduction of African bilateral and multilateral debt, because of the adverse effects on children;

8. Requests the Executive Director to strengthen collaboration with regional and subregional organizations in Africa, in an effort to improve the well-being of children and women in Africa;

9. Requests the Executive Director to work for additional resources from both private and public sources for programmes in Africa through, inter alia, strengthening its cooperation with multilateral and bilateral funding institutions including the World Bank and the African Development Bank;

10. Reaffirms its commitment to local capacity-building as a critical programme strategy, and requests the Executive Director to strengthen collaboration with African institutions and non-governmental organizations in the development and implementation of UNICEF-supported country programmes;

11. Requests the Executive Director to ensure that UNICEF operational capacity in Africa is further enhanced within the context of the management reform;

12. Requests the Executive Director to report on progress made in the implementation of the current decision on ensuring child survival, protection, and development in Africa at its annual session of the Executive Board in 1997.

Annual session
26 May 1995

1995/19. Audit of the Kenya country office

The Executive Board

1. Notes the findings of the audit investigation into the instances of fraud and mismanagement in the UNICEF Kenya country office;

2. Expresses deep concern over these serious events;

3. Welcomes the measures already taken by the Executive Director and her statement to the Board on 25 May on the immediate steps she proposes to take in order to strengthen accountability and financial procedures within the organization;

4. Requests the Executive Director to ensure that these remedial measures will be designed so as to prevent any recurrence of fraud or mismanagement throughout UNICEF;

5. Requests the Executive Director to provide a further progress report to the 1995 third regular session of the Executive Board on both the specific situation in Kenya and the concrete steps being taken to strengthen financial management, accountability and oversight in UNICEF.

Annual session
26 May 1995

1995/20. Greeting Card and related Operations work plan and proposed budget for 1995

A. Greeting Card and related Operations (GCO) budgeted expenditures for the 1995 season

The Executive Board

1. Approves for the fiscal year 1 May 1995 to 30 April 1996 budgeted expenditures of \$87.1 million as detailed below and summarized in column II of annex I to document E/ICEF/1995/AB/L.8:

(In millions of
United States dollars)

Director's Office	0.9
Product Line and Marketing	48.2
Private Sector Fund-raising	9.1
Operations and Finance	<u>14.3</u>
Subtotal a/	<u>72.5</u>
Non-operating expenses: b/	
Market Development Programme	4.0
Fund-raising Development Programme	7.0
Exhibits	0.1
Office move-related costs	1.8
GCO share in UNICEF administration costs	0.2
Central and Eastern European National Committees Development Programme	<u>1.5</u>
Subtotal	<u>14.6</u>
Total expenditures, consolidated	<u>87.1</u>

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in column II of annex I to document E/ICEF/1995/AB/L.8 and to increase the expenditures up to the level indicated in column III of annex I to the same document, should the apparent net proceeds from product sales and/or private sector fund-raising increase to the levels indicated in column III of annex I, and, accordingly, to reduce expenditures below the level indicated in column II to the extent necessary, should the net proceeds decrease;

a/ For details, see table 1A of document E/ICEF/1995/AB/L.8.

b/ For details, see table 1 of document E/ICEF/1995/AB/L.8.

(b) To transfer funds when necessary between the various budgets as detailed under paragraph 1 above;

(c) To spend an additional amount between Executive Board sessions, when necessary, owing to currency fluctuations, to ensure the continued operation of GCO.

B. Budgeted income for the 1995 season

The Executive Board

Notes that for the fiscal year 1 May 1995 to 30 April 1996, GCO net proceeds are budgeted at \$234.0 million as shown in column II of annex I to document E/ICEF/1995/AB/L.8.

C. Policy issues

The Executive Board

1. Approves the changes in posts as presented in document E/ICEF/1995/AB/L.8, with the exception of the proposed transfer of the Personnel Unit and no reduction in the number of posts;

2. Renews the Fund-raising Development Programme with \$7 million established for 1995;

3. Renews the Market Development Programme with \$4 million established for 1995;

4. Authorizes the expansion of the Central and Eastern European National Committees Development Programme to include four additional National Committees, i.e., Estonia, Latvia, Lithuania and Slovenia, as recommended in paragraph 11 of document E/ICEF/1995/AB/L.8, and for this purpose, approves a budget of \$1.5 million, of which \$0.2 million is for one-time investments;

5. Notes the three different income statement formats presented by GCO in its Board documents and requests the Executive Director, in the interest of achieving greater transparency and consistency with regard to the performance of the two income-generating activities, i.e., product sales and private sector fund-raising, to use the income statement format as presented in table 1 of the GCO work plan and budget (E/ICEF/1995/AB/L.8) for all future GCO documents presented to the Executive Board. Furthermore, the Executive Board decides that GCO present a regional analysis of profitability, with recommendations, in its next work plan and budget;

6. Notes that GCO has incorporated the provisional results of the preceding year as latest estimates in the GCO work plan and budget (E/ICEF/1995/AB/L.8), as recommended at the 1994 annual session of the Executive Board, and decides that in the interest of reducing the workload for the secretariat and the Executive Board, that GCO should no longer submit a provisional report to the Board;

7. Notes the Executive Director's proposal in paragraph 20 of E/ICEF/1995/AB/L.8 to move the GCO Personnel Unit from GCO to the Division of Personnel; however, given GCO's unique requirements for staff to work with private sector counterparts, decides that this question be considered further by the Executive Director in the context of the management review;

8. Notes the Executive Director's proposal in document E/ICEF/1995/AB/L.9 that GCO, in the interest of increased transparency and harmonization, should change its fiscal year from 1 May-30 April to 1 January-31 December, and decides

that this question be considered further by the Executive Director in the context of the management review;

9. Decides that, in the context of the follow-up of the management review, a study, with recommendations, should be presented in the next GCO work plan, of the optimum structure and location of GCO, so as to reflect its main markets, business partners and areas of potential growth, not excluding the possibility of consolidation of its staff in a single headquarters location.

Annual session
26 May 1995

1995/21. UNICEF strategies in basic education

The Executive Board

1. Takes note with satisfaction of the report on UNICEF strategies in basic education (E/ICEF/1995/16);
2. Endorses the framework for education programmes, including the scope, objectives, areas of action and strategies, set forth in document E/ICEF/1995/16;
3. Encourages the UNICEF secretariat to continue its support to countries to achieve the 1990s Education for All goals by implementing national programmes of action;
4. Also encourages the UNICEF secretariat, in coordination and collaboration with other United Nations agencies, and with national partners and external providers of assistance, and in selecting strategic areas of assistance in country programmes, to continue:
 - (a) To focus on universal access to basic education for children - increasing the retention and completion rates and of enrolments through a combination of formal and, as necessary, non-formal approaches and expansion of opportunities for women to gain access to basic education;
 - (b) To support the improvement of quality in basic education in order to enable learners to acquire a minimum required level of skills and knowledge through, inter alia, such necessary measures as the assessment of learning achievement, learner-centred approaches, innovations in respect of teaching personnel and their training and improvement in quality and quantity of learning materials;
 - (c) To promote parents' knowledge and skills and community- and family-based approaches for early childhood development as well as "second chance" basic education for youth and women as supporting elements of universal primary education;
 - (d) To increase allocations in country programmes of both general and supplementary resources to basic education in line with medium-term plan targets and the key role of basic education in promoting sustainable progress in the well-being and development of children;
5. Urges the UNICEF secretariat to put a greater emphasis in its programmes on:
 - (a) Targeting the major systemic problems in basic education such as inequality between girls and boys, efficiency, quality, relevance, costs and financing and management, and countries and regions with the greater need and challenge in basic education, such as the nine high-population countries, Africa

and least developed countries, focusing on appropriate national policies and strategies to address these problems;

(b) Building the capacity of countries to plan and implement education programmes by strengthening national and local institutions, with particular attention to supporting decentralized and area-based planning, management, development of indigenous capacity for production of books and other material for basic education, monitoring and mobilization for universal basic education;

(c) Adopting a systemic and systematic approach to long-term education development, promoting cost-effective reforms, resource mobilization and sustainable strategies for universal opportunities with quality enhancement, including education in the field of human rights;

(d) Providing education services for children in emergencies, in collaboration with other organizations, with the aim of restoring as much normalcy as possible in children's lives, and expanding education opportunities for children in other difficult situations, including working children and children with disabilities, recognizing that education programmes must be responsive to different circumstances and characteristics of children;

6. Requests the Executive Director to assess and adopt measures to reorient and strengthen UNICEF capacity to play its role effectively in assisting developing countries to reach the goals of Education for All.

Annual session
26 May 1995

1995/22. UNICEF strategies in water and environmental sanitation

The Executive Board

1. Takes note with satisfaction of the report on UNICEF strategies in water supply and environmental sanitation (E/ICEF/1995/17);

2. Recognizes that universal access to clean drinking water is a fundamental human need which is essential to attain the right of the child to the enjoyment of the highest attainable standard of health;

3. Endorses the framework for the water supply and environmental sanitation programme, including the scope, objectives, areas of action, guiding principles and programme strategies as set forth in document E/ICEF/1995/17 and as clarified in the secretariat's statement which will be reflected in the final report of the meeting;

4. Encourages the UNICEF secretariat to continue its support to countries in achieving the goals of universal access to water supply and environmental sanitation by implementing national programmes of action;

5. Further encourages the UNICEF secretariat, in collaboration with national partners and external support agencies, and selecting pertinent strategies within the framework of country programmes, to continue:

(a) To promote and advocate public commitment, national policy and accelerated actions for meeting the needs and rights of children and the poor in respect of water supply and environmental sanitation;

(b) To set, define and review national and local goals, working with government and appropriate partners and pursuing their achievement through effective monitoring systems;

(c) To promote and strengthen partnerships, formed and strengthened with Governments at all levels as well as with civil society, non-governmental organizations, the private sector, external support agencies and others, ensuring cooperation and complementarity;

(d) To support the expansion of basic services, managed by the community, retaining strong commitment and providing catalytic support to the expansion of cost-effective services using appropriate technologies, while taking into account the potential for upgrading services by the communities themselves;

(e) To support emergency programmes for essential water supply and environmental sanitation needs within the framework of the United Nations system for emergency response;

(f) To allocate appropriate resources, as envisaged in the medium-term plan (E/ICEF/1994/3), from general resources and supplementary funds for water supply, sanitation and hygiene education, and to improve the capacity of national counterparts to effectively meet the challenge in the sector;

(g) To promote appropriate standardization of technologies for water supply and sanitation services to minimize the cost of installation, operations and maintenance;

6. Urges UNICEF to put a greater emphasis on, and allocate resources as required, for:

(a) Environmental sanitation, hygiene and behavioural change;

(b) Community management of the "water environment" within the context of Agenda 21 and primary environmental care (see document E/ICEF/1993/L.2);

(c) Capacity-building, adopting programme approaches that build capacity at all levels and in all segments of society, including establishment of community resource centres, to ensure sustainable sector development;

(d) Community cost-sharing of capital and recurrent costs of basic levels of service, taking into account the willingness and ability to pay, and recovery of full capital and recurrent costs of higher levels of services in order to generate additional resources to extend basic services and ensure their sustainability;

(e) Gender-balanced approaches to meeting the objective, recognizing women as key players and agents of change, and not solely as primary beneficiaries, in the context of overall efforts to empower women (see document E/ICEF/1994/L.5);

(f) Participatory approaches to meeting the objectives and promoting the role of the community, supported by other stakeholders, in planning, implementing, managing and monitoring services;

(g) Research and development on technology and social and economic issues, including transfer of technology, in order to promote cost-effectiveness, impact and sustainability;

(h) Assistance to countries to standardize the definition of coverage and improve monitoring systems by including process and impact indicators;

(i) Enhanced linkages with health, education, nutrition, environment and other development programmes, exploiting synergies among all sectors that support child survival, protection and development;

(j) Improvement and strengthening of the capacity of UNICEF water supply and sanitation staff by, inter alia, increasing the proportion of women in the

sector and improving staff training, including the transfer of knowledge and skills and orientation and career structure to respond effectively for meeting the goals for the sector;

(k) Appropriate support for promotion of water supply and sanitation services in deprived, low-income urban areas.

Annual session
26 May 1995

1995/23. Election of Executive Board representatives to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education

The Executive Board

Decides to elect the following member and alternate to the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education for the 1995-1996 biennium from the Latin American and Caribbean group of States: Ms. Iara Gloria Areias Pradro, as member, and Ms. Heloise Vilhena de Araujo, as alternate, both from Brazil.

Annual session
26 May 1995

1995/24. Format of future Executive Board decisions

The Executive Board,

Recalling its decision 1994/R.1/1 (E/ICEF/1994/13/Rev.1),

1. Requests the secretariat to consider the format of future Board decisions in order to facilitate an effective and businesslike conduct of work;
2. Further requests the secretariat to provide recommendations to the third regular session of the Board in September 1995.

Annual session
26 May 1995

Third regular session

1995/25. Management excellence in UNICEF

The Executive Board

1. Welcomes the clarification given by the Executive Director in response to comments made by the Board at the third regular session on 18 September 1995 on her plans to ensure continued full involvement of the Executive Board in the follow-up to the management review, in particular that she will:

- (a) Continue to share with the Board members relevant documentation on progress;
- (b) Provide Board members with regular updates on where UNICEF is with regard to resources spent and/or allocated implementation;
- (c) Share the mission statement documentation with Board members as soon as it is available;

- (d) Schedule inter-sessional meetings and establish a timetable;
- (e) Continue to have the management review on the agenda for upcoming Board meetings;
- (f) Submit through the Advisory Committee on Administrative and Budgetary Questions, according to normal practice, recommendations for implementation affecting policy, structure, financial and/or staffing, requiring Board approval;

2. Further requests that:

- (a) A summary be provided to the Board at its first regular session in 1996 which explains the direct link between management review recommendations and the strategic approach being taken and follow-up action proposed, including a time-frame for decision-making in the Executive Board, and that all future progress reports should make that link;
- (b) Each recommendation emerging from the management reform process presented to the Board for approval should include an analysis of implications for other follow-up to the management review and of how it contributes to UNICEF carrying out its mandate;
- (c) The recommendations on Greeting Card and related Operations in the management review should be considered in the follow-up exercise;
- (d) Following the deliberations of Project 3, any implications for the agreement between UNICEF and its National Committees should be brought to the Board for consideration.

Third regular session
21 September 1995

1995/26. Strengthening financial control and accountability

The Executive Board

Takes note of the measures described in document E/ICEF/1995/AB/L.17 to strengthen financial control and accountability and calls upon the Executive Director to:

- (a) Report to the Board on how internal controls are being addressed through the follow-up to the management review;
- (b) Report on how UNICEF can use reports on over-commitment and overspending to trigger action to examine the causes and take appropriate action;
- (c) Consider the criteria for the eligibility for classification as non-governmental organizations (NGOs) and review the role of NGOs in implementing UNICEF programmes.

Third regular session
21 September 1995

1995/27. Strengthening accountability and oversight in UNICEF

The Executive Board

1. Welcomes the progress report on the Kenya country office audit and requests the secretariat to report to the Board at each session about all future audit activity in the Kenya office until this matter is resolved;
2. Further requests UNICEF to organize an in-country briefing with interested partners on the implications of the Kenya office incident for its Kenya programme.

Third regular session
21 September 1995

1995/28. Health strategy for UNICEF

The Executive Board

1. Endorses document E/ICEF/1995/11/Rev.1 on the health strategy for UNICEF as a strategic framework for UNICEF activities in the health sector and stresses the need for its speedy operationalization through the country programmes, taking into account comments made at the Executive Board;
2. Requests the Executive Director to report to the Executive Board early in 1996 on the actions taken, and planned, to implement the health strategy, taking into account comments made at the Executive Board;
3. Emphasizes that the resources allocated for health programmes at the country level should be based on the priorities contained in the strategy paper;
4. Urges UNICEF:
 - (a) To participate actively with the World Health Organization and other partners in the review and updating of the Health for All Strategy;
 - (b) To review implementation of the UNICEF health strategy and programme towards the World Summit for Children goals in the light of the revised Health for All Strategy;
 - (c) To report to the Executive Board.

Third regular session
21 September 1995

1995/29. Follow-up to the International Conference on Population and Development

The Executive Board

1. Endorses the framework for UNICEF follow-up to the International Conference on Population and Development (ICPD) as presented in document E/ICEF/1995/12/Rev.1 and stresses the need for its speedy implementation, taking into account comments made at the Executive Board;
2. Requests the Executive Director to report to the Executive Board in 1996 on the process undertaken to integrate the follow-up to ICPD in UNICEF country programmes;

3. Also requests the Executive Director to report to the Executive Board in 1998 on the activities undertaken by UNICEF as follow-up to ICPD, including those in cooperation with other donor agencies, and their results.

Third regular session
21 September 1995

1995/30. Interim budget allocation for administrative and programme support for headquarters and regional offices for the year 1996

The Executive Board

1. Resolves:

(a) That an interim budget allocation for administrative and programme support for the year 1996 is approved for headquarters and regional offices as follows:

	(US dollars)
Category 1 (a) Staff costs: international	39 985 908
Category 1 (b) Staff Costs: local	36 534 935
Category 2 (a) General operating costs: headquarters	41 528 161
Category 2 (b) General operating costs: regional offices	3 606 191
Category 3 Packing and assembly costs	<u>5 197 397</u>
Total expenditure	<u>126 852 592</u>

(b) That for the year 1996, a commitment of \$126,852,592 for the interim budget allocation for headquarters and regional offices is approved;

(c) That the Executive Director be authorized to administer in the most efficient manner the provisions under each of categories 1 (a), 1 (b), 2 (a), 2 (b) and 3. The Executive Director may be authorized, without further authorization of the Executive Board, to transfer, if necessary, into any one of the categories 1 (a), 1 (b), 2 (a), 2 (b) and 3, an amount not exceeding 5 per cent from these same categories. The amount in category 3 may be revised upward or downward in line with the volume of the throughput and reported to the Executive Board. Transfers in excess of the 5 per cent mentioned above may be made with the prior concurrence of the Executive Board. In exceptional cases, this consultation may be made by mail poll;

2. Requests the Executive Director to execute a thorough analysis of the administrative cost, both at headquarters and in the field, in line with the request of the Advisory Committee on Administrative and Budgetary Questions in the context of the management review of UNICEF;

3. Takes note of the secretariat's intention to submit to the April 1996 Executive Board session an integrated budget for headquarters and regional offices for the biennium 1996-1997 incorporating the budgets of administrative and programme support and global funds into one unified budget, with the exception of the part for the Emergency Programme Fund;

4. Agrees that an interim budget allocation for headquarters and regional offices will cease when the integrated budget is approved.

Third regular session
21 September 1995

1995/31. Administrative and programme support budget for field offices for the biennium 1996-1997

The Executive Board

1. Resolves:

(a) That an administrative and programme support budget for the biennium 1996-1997 is approved for field offices as follows:

	(US dollars)
Category 1 (a) Staff costs: international	78 179 496
Category 1 (b) Staff costs: local	60 697 095
Category 2 (b) General operating costs: field offices	<u>35 943 710</u>
Total expenditure	<u>174 820 301</u>

(b) That for the biennium year 1996-1997, a commitment of \$174,820,301 for the budget for field offices is approved;

(c) That the Executive Director be authorized to administer in the most efficient manner the provisions under each of categories 1 (a), 1 (b) and 2 (b). The Executive Director may be authorized, without further authorization of the Executive Board, to transfer, if necessary, into any one of the categories 1 (a), 1 (b) and 2 (b), an amount not exceeding 5 per cent from these same categories. In addition to the 5 per cent transfer authority with regard to category 2 (b), the Executive Director may revise the recovery amount from supplementary-funded projects upward or downward in line with actual supplementary-funded programme expenditures for a given budget year. Transfers in excess of the 5 per cent mentioned above may be made with the prior concurrence of the Executive Board. In exceptional cases, this consultation may be made by mail poll;

2. Takes note of the secretariat's intention to submit to the September 1997 Executive Board session an integrated budget for field offices incorporating the budgets of administrative and programme support and the country programmes.

Third regular session
21 September 1995

1995/32. General resources global funds programme budget estimates for the calendar year 1996

The Executive Board

1. Resolves:

(a) That an interim budget of \$45 million is approved for global funds (other than the Emergency Programme Fund) for the calendar year 1996 broken down as follows:

	<u>Headquarters</u>	<u>Region</u>	<u>Field</u>	<u>Total</u>
	(In millions of United States dollars)			
IFPPE	7.0	0.0	0.0	7.0
Regional funds	0.0	15.0	2.5	17.5
PF90s	<u>11.1</u>	<u>0.0</u>	<u>9.4</u>	<u>20.5</u>
Total	<u>18.1</u>	<u>15.0</u>	<u>11.9</u>	<u>45.0</u>

(b) That the interim budget for the Emergency Programme Fund for 1996 is approved as follows:

	<u>Headquarters</u>	<u>Region</u>	<u>Field</u>	<u>Total</u>
	(In millions of United States dollars)			
Non-reimbursable portion of the fund	1.9	0.0	3.1	5.0
Revolving portion of the fund	<u>0.0</u>	<u>0.0</u>	<u>10.0</u>	<u>10.0</u>
Total	<u>1.9</u>	<u>0.0</u>	<u>13.1</u>	<u>15.0</u>

(c) That the Executive Director be authorized to administer the funds in the most efficient and effective manner under the provision of each of the funds. The Executive Director, may, without further authorization from the Executive Board, transfer, if necessary, between the funds an amount not exceeding 10 per cent of the approved budget of the fund to which the transfer is being made;

2. Requests the Executive Director to inform the Executive Board about the plans for appropriations for global activities and the criteria for the allocation of funds, including to the programmes UNICEF is co-sponsoring;

3. Takes note of the secretariat's intention to submit to the April 1996 Executive Board session an integrated budget for headquarters and regional offices for the biennium 1996-1997 incorporating the budgets of administrative and programme support and global funds into one unified budget, with the exception of the Emergency Programme Fund;

4. Agrees that the above global funds interim budget will cease upon approval of the integrated budget.

Third regular session
21 September 1995

1995/33. Supplementary-funded global funds programme budget estimates for the calendar year 1996

The Executive Board

1. Resolves:

(a) That an interim supplementary-funded programme budget of \$76.7 million is approved for the calendar year 1996, subject to availability of specific-purpose contributions, as follows:

	<u>Headquarters</u>	<u>Region</u>	<u>Field</u>	<u>Total</u>
	(In millions of United States dollars)			
Regional funds	0.0	2.0	12.0	14.0
PF90s				
Health	5.2	0.0	36.8	42.0
Nutrition	0.8	0.0	4.2	5.0
Water supply and sanitation	0.3	0.0	1.7	2.0
Education	0.5	0.0	4.5	5.0
Intersectoral	<u>1.5</u>	<u>0.0</u>	<u>7.2</u>	<u>8.7</u>
Total	<u>8.3</u>	<u>2.0</u>	<u>66.4</u>	<u>76.7</u>

2. Agrees that the above interim budget will be replaced by final budgets to be presented at the April 1996 Board session.

Third regular session
21 September 1995

1995/34. Financial medium-term plan for the period 1995-1998

The Executive Board

1. Approves the medium-term plan as a framework of projections for 1995-1998 (summarized in table 4 of document E/ICEF/1995/AB/L.13), including the preparation of up to \$582 million in programme expenditures from general resources to be submitted to the Executive Board in 1996 (shown in table 3, item 3, of document E/ICEF/1995/AB/L.13). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in the plan continue to be valid;

2. Expresses concern at the declining percentage of the general resources component of total UNICEF income and appeals to Governments, non-governmental organizations and National Committees for UNICEF to increase their contributions to the UNICEF general resources pool.

Third regular session
21 September 1995

1995/35. UNICEF financial reports and statements

The Executive Board

Takes note of the following:

(a) Interim financial report and statements for the biennium ended 31 December 1994, the first year of the biennium 1994-1995 (E/ICEF/1995/AB/L.14);

(b) Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds (E/ICEF/1995/AB/L.18).

Third regular session
21 September 1995

1995/36. Follow-up to decisions taken by the
Economic and Social Council

The Executive Board

Takes note of the report on follow-up to decisions taken by the Economic and Social Council at its substantive session of 1995 (E/ICEF/1995/CRP.47).

Third regular session
21 September 1995

1995/37. Harmonization of budget presentations

The Executive Board

1. Takes note of the continuous commitment of the Executive Director to contribute to the harmonization of budget presentations in response to Board decision 1994/R.3/6 of 5 October 1994;

2. Requests the Executive Director to accelerate her efforts to contribute to the harmonization of budget presentations and to provide the following information to the Executive Board:

(a) At the second regular session of 1996, an oral progress report, including an identification of common features in the budgets of the United Nations Children's Fund, the United Nations Development Programme and the United Nations Population Fund, and an explanation of the areas that are not common in the budgets;

(b) At the 1996 annual session, an oral progress report on steps needed for further harmonization which, together with an account of the debate held on the issue during the session, will be reported to the Economic and Social Council at its substantive session of 1996;

(c) At the third regular session of 1996, submission of initial proposals for action by the Executive Board, through the Advisory Committee on Administrative and Budgetary Questions.

Third regular session
21 September 1995

1995/38. Allocation of items for UNICEF Executive
Board sessions in 1996

The Executive Board

Decides to adopt the following allocation of items for Executive Board sessions in 1996:

First regular session (1) Country programme strategy notes (CPSNs) for
(22-26 January) implementation in 1997

Regional breakdown:

- (a) Eastern and Southern Africa (8)
- (b) West and Central Africa (7)
- (c) Americas and the Caribbean (13)
- (d) East Asia and the Pacific (3)
- (e) South Asia (3)
- (f) Middle East and North Africa (5)

(g) Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States (2)

- (2) Follow-up to management reform: UNICEF mission statement
- (3) Emergency operations, including coordination issues
- (4) Report on the Fourth World Conference on Women
- (5) Fiftieth anniversary of UNICEF
- (6) Follow-up to decisions taken by the Economic and Social Council

Second regular session
(9-12 April)

- (1) Country programme recommendations for implementation in 1996 (22)
- (2) Summary of mid-term reviews and major evaluation reports on country programme implementation, including issues relating to sustainability and long-term impact
- (3) Integrated budget
- (4) Follow-up to management reform
- (5) Follow-up to the triennial policy review on operational activities for development
- (6) Annual report to the Economic and Social Council
- (7) Report on implementation of the health strategy for UNICEF
- (8) Organizational matters

(Informal consultations will be scheduled on Board member field visits and HIV/AIDS activities of UNICEF)

Annual session
(3-7 June)

- (1) Report of the Executive Director
- (2) Follow-up to the World Summit for Children
- (3) Medium-term plan for the period 1996-1999
- (4) Follow-up to management reform
- (5) Strategy paper on children in especially difficult circumstances
- (6) UNICEF/World Health Organization Joint Committee on Health Policy and United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education reports
- (7) Greeting Card and related Operations work plan and financial reports

Third regular session
(16-19 September)

- (1) Final country programme recommendations for implementation in 1997
- (2) Follow-up to management reform
- (3) UNICEF financial report and statements
- (4) Report to the Board of Auditors and Advisory Committee on Administrative and Budgetary Questions
- (5) Follow-up to decisions taken by the Economic and Social Council
- (6) Working methods and procedures of the Executive Board
- (7) Organizational matters and programme of work for 1997

Third regular session
21 September 1995