

UNITED NATIONS CHILDREN'S FUND

REPORT OF THE EXECUTIVE BOARD

(10 - 21 May 1982)

ECONOMIC AND SOCIAL COUNCIL

OFFICIAL RECORDS, 1982

SUPPLEMENT No. 7



UNITED NATIONS

New York, 1982

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.

E/1982/17
E/ICEF/695

CONTENTS

<u>Chapter</u>	<u>Paragraphs</u>	<u>Page</u>
I. ORGANIZATION OF THE SESSION	1 - 2	1
II. SUMMARY OF PROCEEDINGS	3 - 10	2
III. MAIN GENERAL ISSUES	11 - 23	4
The situation of children	11 - 15	4
Disarmament	16	5
Statement by the Secretary-General	17	5
Medium-term work plan	18 - 23	5
Objectives and priorities	18 - 21	5
Financial plan	22 - 23	6
IV. PROGRAMME MATTERS	24 - 79	7
Policy reviews	24 - 55	7
Urban basic services	25 - 33	7
Co-operation at intermediate and local levels	34 - 52	10
Water maintenance	53	15
Emergencies	54 - 55	16
Programme co-operation	56 - 79	16
Commitments approved at the session	56 - 57	16
Peru programme	58 - 59	17
Nutrition	60 - 64	17
Primary health care	65 - 67	18
Formal and non-formal education	68 - 70	19
Women's activities and services	71 - 74	19
Water supply, sanitation and health education	75 - 76	20
Childhood disabilities and the International Year of Disabled Persons	77 - 78	20
Monitoring and evaluation	79	21
V. EXTERNAL RELATIONS	80 - 90	22
National Committees for UNICEF	82 - 85	22
Non-governmental organizations	86 - 89	23
Co-operation with United Nations agencies and bilateral sources of aid	90	24
VI. FINANCIAL AND ADMINISTRATIVE MATTERS	91 - 116	25
Financial situation	91 - 107	25
Improvements since October 1981	91 - 93	25
1981 income	94 - 95	26
1981 expenditure	96 - 98	26
Fluctuating exchange rates	99	26
Supplementary funding	100 - 105	26
Financial and related reports	106 - 107	27
Budgets	108	28
Administrative matters	109 - 116	28
Consolidation of supply operations	110 - 111	28
Staffing	112 - 116	29

CONTENTS (continued)

<u>Chapter</u>		<u>Paragraphs</u>	<u>Page</u>
VII.	BOARD ENLARGEMENT	117 - 118	30
VIII.	OTHER MATTERS	119 - 123	31
	Preparation for the 1983 Executive Board session	119 - 121	31
	History of UNICEF	122	31
	Documentation and conduct of business	123	31

Annexes

I.	Message of the Executive Board to the General Assembly at its second special session devoted to disarmament		33
II.	UNICEF financial plan summary (general resources and supplementary funds)		35
III.	UNICEF financial plan, general resources		36
IV.	UNICEF income projections		37
V.	Government pledges to UNICEF general resources for 1982 as at 15 June 1982		38
VI.	Summary of commitments approved by the Executive Board at its May 1982 session, by region and main field of co-operation		40
VII.	Commitments and "notings" approved by the Executive Board at its May 1982 session, by country		41
VIII.	UNICEF expenditure by main category of programme		46

ABBREVIATIONS

ACC	Administrative Committee on Co-ordination
CRP	Conference room paper
JCHP	WHO/UNICEF Joint Committee on Health Policy
NGO	Non-governmental organization
PHC	Primary health care
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNIPAC	UNICEF Packing and Assembly Centre (Copenhagen)
WHO	World Health Organization

I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund held its 567th to 577th meetings at United Nations Headquarters from 10 to 21 May 1982. The Programme Committee, sitting as a committee of the whole, held its 423rd to 428th meetings from 12 to 14 May. The Committee on Administration and Finance, also sitting as a committee of the whole, met on 17 and 18 May. 1/
2. The Chairman of the Board was Dragar Mateljak (Yugoslavia), the Chairman of the Programme Committee was Haydee Martinez de Osorio (Venezuela), and the Chairman of the Committee on Administration and Finance was Richard Manning (Australia). The agenda of the Board is contained in document E/ICEF/689/Rev.1. A list of documents issued in connexion with the session is contained in document E/ICEF/INF.44.

1/ The Executive Board, with its composition as at 1 August 1982, held its 578th meeting at United Nations Headquarters on 28 June 1982 for the purpose of electing officers for the period from 1 August 1982 to 31 July 1983. It was not possible to hold this meeting immediately after the regular session. The report of the meeting is contained in document E/ICEF/696.

II. SUMMARY OF PROCEEDINGS

3. At a time of economic recession and limited availability of resources for international development assistance, this Executive Board session was characterized by a strong concern to ensure maximum effectiveness of UNICEF programmes. The Executive Board, meeting in the second year of the new biennial budget period, concentrated on programme matters. The Board endorsed the trend towards greater co-operation at intermediate and local levels, and the expansion and strengthening of urban basic services. The Board's recommendations on these subjects are found in paragraphs 52 and 33, respectively, of the present report. The Board approved commitments totalling \$227 million and "noted" projects totalling \$252 million for financing through specific-purpose contributions. It endorsed a major new attack on child and maternal malnutrition, to be launched through a five-year joint WHO/UNICEF programme and a complementary essential drugs project, calling for country-specific plans to be worked out with the developing countries involved (see paras. 61-64). Other commitments and "notings" made by the Board are listed by country in annex VII.
4. The Board emphasized the catalytic role of UNICEF, urging continued and strengthened collaboration with other United Nations and international aid agencies, local institutions and non-governmental organizations to enhance programme convergence. Seeking the most benefits possible for children and women from limited resources, the Board reviewed a paper on administrative efficiency and programme delivery (paras. 109-116). UNICEF rationalization of its supply operations - by consolidating in Copenhagen most of the operations currently based in three locations - was endorsed by the Board.
5. The Board approved the objectives and priorities of the medium-term work plan which emphasize the promotion and use of low-cost, effective measures to benefit the most disadvantaged children and women. The Board also approved the financial plan of the medium-term work plan as a framework of projections for 1982-1985 and agreed that the Executive Director could prepare \$383 million in programme and budget commitments from general resources for submission to the 1983 Executive Board (paras. 22-23). In reviewing UNICEF adjustments to reduced expectations of income, the Board found that the income projections of the financial plan appeared to be prudent and realistic at present. Special appreciation was expressed to the donors whose generous response to the difficult financial circumstances of UNICEF is expected to result in a \$32 million increase in income for general resources in 1982 over levels foreseen in October 1981, for a total of \$275 million. In addition, supplementary funds were expected to be significantly higher than the levels foreseen in October 1981. The Board's consideration of the UNICEF financial situation is reported in paragraphs 91 to 107. A major issue emerging during the session concerned the level of "noted" projects which some delegations feared could, among other things, erode the concept of multilateralism (paras. 100-105).
6. On the recommendation of the Committee on Administration and Finance, the Board adopted three resolutions relating to the Greeting Card Operation. The report of the Committee (E/ICEF/AB/L.243, para. 45) contains the full text of these draft budget resolutions on expenditure estimates for the 1982 season; revenue estimates for the 1982 season; and provisional budget estimates and advance costs for the 1983 season.
7. The Board adopted by consensus a message to the General Assembly at its second special session devoted to disarmament, appealing for reduction of arms expenditures

so that a portion of the savings could be "channelled through national or multinational programmes towards meeting the minimum needs of children everywhere - adequate nutrition, safe water, primary health care and suitable education". The text of the message is found in annex I to the present report.

8. On 21 May 1982, the Executive Board was addressed by the Secretary-General of the United Nations, Mr. Javier Pérez de Cuéllar (see para. 17).

9. The Board agreed to the preparation of four reports to be considered at its 1983 session, on supplementary funding; external relations policy; support to Governments for primary health care implementation (a report of the WHO/UNICEF Joint Committee on Health Policy); and alternative programme approaches at the country level (paras. 119-121).

10. The May 1982 session marked the last time the UNICEF Executive Board met in its representation of 30 member Governments. Recently elected members to the new 41-seat Board (paras. 117-118) were present at this meeting, as were representatives of National Committees for UNICEF, NGOs and other United Nations agencies. Their presence and contribution to the discussions were most welcome.

III. MAIN GENERAL ISSUES

The situation of children

11. The effects of the worsening global economic situation and their impact on children, especially in developing countries, pervaded the Board's deliberations and consideration of future UNICEF actions.
12. Only two years ago, the World Bank predicted that the number of people living in absolute poverty might fall by the end of this decade from 780 million to 720 million. The Bank now projects an increase. This is supported by a United Nations study warning that the figure will reach 1 billion by the end of the century unless specific steps are taken. Children and mothers are a large and particularly vulnerable proportion of the people living in absolute poverty.
13. In his opening statement, the Chairman of the Executive Board said that the present global economic crisis had a most serious impact on many developing countries, whose combined balance of payments deficits now exceeded \$100 billion and whose total foreign exchange debt exceeded \$500 billion. More rapid general socio-economic development of such countries was a pre-condition for any long-term improvement in the situation of their children. The developing countries were facing pressing problems, especially food shortages, which cause a chronic malaise of hunger and malnutrition for hundreds of millions of people; the deterioration of the world trade climate and increasing protectionism; and a sharply deteriorating climate for development, characterized by a weakening of multilateral development institutions, a greater emphasis on bilateral aid and an increasingly political orientation of developed countries in matters of aid.
14. The Executive Director, in his opening statement, underlined these difficulties, but also referred to continuing and encouraging indications, from bodies such as the World Bank, that investments in social development and particularly in children usually result in higher rates of return than more capital-intensive ventures. Such social investments by low-income countries included major UNICEF areas of concern, for example, PHC and primary school education. The Executive Director pointed out that there was increasing recognition that successful attacks on some of the worst problems associated with poverty could be relatively inexpensive. The World Health Organization, for instance, estimates that major breakthroughs in immunization, which would save the lives of 2 to 3 million children, could be achieved for an investment of \$2.5 billion. Similarly, the Food and Agriculture Organization of the United Nations estimates that only 2 to 3 per cent of present grain production - a small fraction of the grain fed to livestock - could bridge the calorie gap between what the world's poorest people currently receive and what they need for healthy survival. However, while a major assault on poverty and deprivation was within the potential of the world's economies, present trends and projections indicate that it is far from current priorities. Expectations of world development and hopes for an end to life-denying mass poverty were at their lowest ebb in a generation. Even the construction of a safety net to protect the most vulnerable of the world's poor people - children and their mothers - was increasingly under challenge.
15. Both the Chairman and the Executive Director contrasted the \$500 billion which is spent annually on armaments with the lack of resources for saving the many thousands of children who die every day in the deadly war which severe underdevelopment wages against hundreds of millions of the world's inhabitants. It

was also pointed out that resources for armaments were collected through compulsory taxes while resources to save children's lives had to be sought through voluntary contributions.

Disarmament

16. The Executive Board adopted, by consensus, a message to be sent from the Executive Board to the General Assembly at its second special session devoted to disarmament. The text of the message is contained in annex I.

Statement by the Secretary-General

17. On the morning of 21 May 1982, the Executive Board was addressed by the United Nations Secretary-General, Mr. Javier Pérez de Cuéllar. He described UNICEF as the first and possibly the only branch of the United Nations which directly reached the everyday lives of millions of people, in both developing and industrialized countries. The Secretary-General paid tribute to the work of UNICEF in the international emergency operation in Kampuchea and asked Governments to contribute generously to UNICEF efforts on behalf of children everywhere. At a time when he was attempting to bring the good offices of the United Nations to bear on a political situation which endangered world peace, the Secretary-General said it was reassuring to know that other parts of the United Nations system continued to work to build the true peace by creating conditions which would ensure dignified lives for all people.

Medium-term work plan

Objectives and priorities

18. The Board approved UNICEF objectives for 1982-1985 as defined in the medium-term work plan (E/ICEF/691). These objectives were perceived as the contributions of UNICEF to the attainment of the goals of the International Development Strategy for the 1980s and beyond to eradicate mass illiteracy and ensure virtually universal access to primary education, eradicate mass hunger and malnutrition and reduce infant mortality rates to 50 or less per 1,000 by the year 2000. The objectives outlined in the medium-term work plan were:

- (a) To focus advocacy and programme co-operation on support to regions most seriously affected by international economic recession, such as the Africa region;
- (b) To focus advocacy and programme co-operation on countries where expenditure on social services has stagnated or is deteriorating;
- (c) To direct UNICEF programmes to the most disadvantaged children;
- (d) To promote the inclusion of low-cost effective interventions in such areas as infant and child feeding, child immunization, provision of essential drugs, diarrhoeal diseases control, women's functional literacy and girls' education and multidimensional water projects;
- (e) To strengthen UNICEF capacity and management by:

- (i) Continuing close collaboration with partners in the United Nations system and enhancing this convergence where possible;
- (ii) Improving methods and procedures guiding UNICEF work in programming, project preparation, monitoring and annual reviews of programme implementation;
- (iii) Increasing the use of evaluations, reviews and case studies to identify and document effective operating methods;
- (iv) Improving methods and procedures to collect, analyse, store, retrieve and diffuse information about policies and programmes;
- (v) Improving methods and approaches for closer co-operation with NGOs, other sources of aid, local institutions and experts in such technical areas as PHC, water supply and special fields of training.

19. Delegations cautioned that UNICEF should not seek to replace the necessary national effort in cases where Governments reduced expenditure on social services for children. If replacements should prove necessary in particularly difficult economic circumstances, they should be done on a case-by-case basis.

20. While delegations found these objectives to be a useful framework for future UNICEF activity, it was indicated that further quantification would be helpful. Staffing and cost implications could be detailed and the financial plan could be more explicitly related to the objectives described.

21. In endorsing the priority areas of work outlined in the medium-term work plan, the Board stressed that the primary focus of UNICEF must be on programme delivery. Primary health care orientation of services outside the health sector and education of out-of-school children and youth would receive special attention, as would specific aspects of child nutrition such as breast-feeding.

Financial plan

22. The Board approved the financial plan contained in the medium-term work plan as a framework of projections for 1982-1985 (summarized in annex II), including the preparation of \$383 million in commitments from general resources to be submitted at the 1983 Board session (shown in annex III). This amount is subject to the condition that estimates of income and expenditure made in this plan continue to be valid.

23. The Executive Director introduced the medium-term work plan as reflecting the severe financial stringencies imposed by the current economic recession. He stressed that the plan's income projections were based on identified sources and firm pledges of income for 1982-1983 and on cautious estimates for 1984-1985. The Board found that the projections appeared to be realistic at present, conforming to the guiding principles agreed upon at the October 1981 special session.

IV. PROGRAMME MATTERS

Policy reviews

24. A main theme of the Board and Programme Committee discussions was programme delivery and the need to maximize the impact of available resources on field operations. Two reports, one on urban services and one on programming at subnational levels, were the basis of policy review deliberations.

Urban basic services

25. The Board reviewed the work of UNICEF in urban basic services implemented through community participation. A report by the Executive Director, "Urban basic services: reaching children and women of the urban poor" (E/ICEF/L.1440 and Add.1 and Corr.1), was prepared as a follow-up to Board consideration of this subject in 1978. ^{2/} Delegations strongly supported the expansion of UNICEF urban work.

26. Nearly 370 million children under 15 are estimated to live in low-income urban areas in the developing world. By the year 2000, this number is expected to rise to some 666 million. Accordingly, UNICEF has substantially increased its support for these children. Urban programmes currently exist in 43 countries, compared with 7 in 1977. Field offices in 24 more countries have now identified possibilities for collaborative urban efforts. Such programmes emphasize women's activities; pre-school, day-care and early child development for children under six; and PHC and nutrition. Assistance has also been provided for the development of social policy and planning relevant to the needs of children and women.

27. The review of UNICEF-supported urban programmes showed that they have had a limited but growing impact on government actions through expansion within a city or country and to other countries. Factors found significant in their implementation included support to urban programmes as a powerful form of applied advocacy; collaboration with non-traditional ministries which command resources far above those of a typical social service ministry; and the development of effective, multisectoral, multilevel co-ordinating structures through which low-income communities can participate in decision-making processes. Two delegations welcomed the increased emphasis on providing resources directly to communities, enabling them to plan and decide on resource use through programming of block grants. The community-based approach was considered viable, enabling services to be designed in response to needs articulated by the communities and therefore more valued and better maintained by them. Such services were also less expensive, while permitting broader coverage. Rural and urban aspects of development were intimately linked. While it was important for UNICEF to support innovative approaches to the problems of poor families in urban areas, the need to support similar innovative efforts in rural areas was not diminished. One representative, noting that the situation of urban and peri-urban people was sometimes worse than those in rural areas, called UNICEF expansion of urban assistance in Africa

^{2/} See Official Records of the Economic and Social Council, 1978, Supplement No.14 (E/1978/54), paras. 107-131; "Reaching the children of the urban poor" (E/ICEF/L.1372 and Corr.1); and "Basic services for children of the urban poor" (E/ICEF/L.1371).

especially timely. Another representative observed that, in view of the magnitude of the problem, current assistance to the urban poor was far from adequate and lagged considerably behind that to the rural poor.

28. The integration of components in a community-based approach was recognized as a complex undertaking. As suggested by one delegation, an innovative way of resolving difficulties could perhaps be found in the growing tendency to link social and physical development. Women's income-generating activities, for which there is strong demand at the community level, received particular attention. Because cash is essential for urban living, such activities - especially non-traditional economic activities - could have a major impact on improving family conditions. UNICEF support was therefore encouraged for training and demonstration activities with potential for increasing family income.

29. Concern was expressed about the need to assist abandoned children and street families. In response to this concern, it was noted that a regional programme for Latin America, providing direct assistance to innovative actions benefiting abandoned children, had been recommended by the Programme Committee. 3/

30. Although malnutrition is also accelerating rapidly in rural areas, it is frequently even more severe in urban areas. The greatest single cause is the short duration of breast-feeding and the early introduction of bottle feeding, a problem made worse by poor hygiene and the improper dilution of breastmilk substitutes. Representatives welcomed UNICEF focus on this critical problem and encouraged further work in the area.

31. A number of delegations spoke of the incongruity of the current level of resources, both human and financial, proposed for urban programmes compared to the magnitude of the problem. The task of UNICEF was two-fold: to intensify efforts to raise additional resources and to strengthen its advocacy role. Several delegations suggested that UNICEF should play an "avant garde" role with small amounts of resources, thus stimulating efforts by others. UNICEF work, integrated into the larger national development effort, should combine advocacy and technical assistance. The Board stressed the need for continued and strengthened co-operation with other United Nations agencies, financial institutions, multilateral and bilateral aid agencies and NGOs. There were opportunities for co-operation in slum upgrading and sites-and-services development projects that were supported by bilateral and other multilateral agencies. One delegation planned to recommend such co-operation to its own development assistance teams.

32. It was understood that UNICEF support for urban basic services required additional financial resources and staff at the country, regional and global levels. It was apparent that a more complete urban advisory support system was needed. Training and effective information sharing were also identified as crucial. The Board noted the importance of the urban internships in which programme officers spend from one to three months working on an urban project management team. Technical co-operation between field offices and, through them, between countries was also stressed.

3/ "Regional programme: advisory services on behalf of children without families in Latin America and the Caribbean" (E/ICEF/P/L.2108(REC)).

Conclusions

33. The Board adopted the following urban programme strategy, set out in the report of the Executive Director (E/ICEF/L.1440, paras. 114-124):

The following recommendations reflect an integrated and strategic approach for focusing UNICEF response to the complex problems of urban poor children and women over this decade. They are not intended to detract from UNICEF actions and support for children and women in rural areas. Rather these recommendations should be implemented with an increased awareness of the relationships between the rural and urban situations. They are aimed at strengthening government efforts for developing and implementing practical solutions that will help solve urgent problems for women and children. This interrelated set of recommendations comprises an over-all programme strategy and details institutional implications of that strategy.

Programme strategy

In the light of both the growing numbers of urban populations and the increasing magnitude of their problems, UNICEF should expand and strengthen its support for urban programmes. The deprivation encountered by children and women in poor urban areas needs to be met by programmes focused on the needs identified in country-by-country situation analyses.

Application of the urban basic services strategy as a community-based programme approach should be continued and supported in additional countries, where analyses indicate potential and need, as well as expanded within and to other cities in countries where this approach is now operational.

UNICEF urban programmes should include the following critical priority areas: malnutrition; women's development activities; pre-school, day-care and early childhood development; responsible parenthood and family planning services; abandoned and disabled children; and water and sanitation.

Because of the complex nature of the problems of children and women living in urban poverty, UNICEF support should be designed with emphasis upon convergence of programme components - for example, women's literacy and income-generating activities, day-care and pre-school programmes and malnutrition as linked mother-child issues.

UNICEF should advocate and support the systematic linking of social planning and development proposals, and support the incorporation of the urban basic services programme in government physical development projects such as sites-and-services, slum upgrading, water and sanitation, post-disaster settlements, and physical infrastructure for small and medium-sized towns and cities.

Institutional implications

UNICEF should give additional emphasis and support to efforts that would strengthen the capabilities of national and municipal institutions to deal with programme development and the implementation of urban basic services - for example, documentation, technical support and training.

Opportunities for the exchange of experiences on urban basic services among responsible officials, professionals and NGOs both within and between countries - for example, information, internships and project study visits - should be increased, both for advocacy and improved programme implementation purposes.

UNICEF should collaborate with NGOs to develop linkages with government actions in community-based basic services programmes when appropriate and endorsed by Governments.

UNICEF should intensify its efforts to mobilize additional external resources for urban projects from other institutions - for example, agencies of the United Nations development system, multilateral financial institutions, bilateral aid agencies and NGOs - and to encourage these institutions to fund and implement economic, physical and social programmes in low-income urban areas that could broaden coverage to children and women in the low-income populations.

UNICEF should provide the additional technical, administrative, and programme support to field offices to undertake the urban strategy for the 1980s. A concerted attack on the increasing problems of urban poverty at the country level needs a more complete urban adviser support system at the regional and global levels. The diffusion of information on accumulated experience and training are key factors for improved performance. Finally, the increased funding of the urban basic services programme by UNICEF and the addition of mobilized funds for "noted" urban projects will be crucial.

Co-operation at intermediate and local levels

34. The Board endorsed the trend towards greater UNICEF programme co-operation at intermediate and local levels as described in a major policy paper on the field application of the basic services strategy. This report, entitled "UNICEF programme co-operation at intermediate and local levels" (E/ICEF/L.1439), followed up an earlier Board proposal and examined organization of work at the local level, including subnational areas, and reviewed practical problems and the experience gained in efforts to reach underserved children and families. The report was based on case studies of Ethiopia, India, Pakistan, Peru, the Upper Volta and Yemen (representing each UNICEF region) and responses from 46 field offices.

35. The report revealed a gradual shift in UNICEF programme work. In many countries, particularly large ones, UNICEF co-operation had been increasingly complemented by programming at intermediate levels in response to national decisions to delegate responsibility to those levels and to UNICEF efforts to encourage cost-effective services involving community participation. In very small countries, UNICEF was establishing offices in the national capitals.

36. UNICEF is now co-operating in area-based programmes in 34 countries, and there are suboffices or outposted staff in 19 countries. These programmes cover, in various combinations, the whole range of UNICEF basic services and PHC policies, as approved by the Executive Board in 1974 and 1975 respectively. Implementation of these policies has led to more direct programming with intermediate-level government offices - partly through outposting UNICEF staff - and increased support to capacity building at the subnational level for the organization and direction of services benefiting children. Support has also been given to the development and application of planning and programming methods geared to area development and this

has often opened up new opportunities for extending services benefiting children and encouraging community participation.

37. UNICEF programme co-operation at subnational levels had already revealed several new directions that seem to be achieving positive results. For example:

(a) Area-specific programmes, i.e., limited to a geographically defined area, can provide strategic opportunities for strengthening a range of services benefiting women and children. In low-income countries, area development provides an economic and financial base for extending the coverage of such services and encourages community involvement. In higher-income countries, the resources tend to be available in area programmes to extend social services to the more disadvantaged areas. (E/ICEF/L.1439, p. iii)

(b) The most commonly used entry points for such UNICEF work are drinking water programmes and PHC. These are seen to open up movement towards basic services, with enhanced community participation, albeit slowly. Some of the most effective entry points for promoting community interest and participation may be economic, for example, support for water for small-scale irrigation as well as for drinking, and income-producing skills and activities for women. (E/ICEF/L.1439, p. iv)

38. Non-governmental organizations, including universities, semi-autonomous authorities, development institutes and private voluntary organizations - have been increasingly involved in designing and implementing basic services programmes at community level. NGOs are recognized as often the most effective channels for stimulating, encouraging and sustaining community involvement in improving the conditions of children and mothers, and for developing innovative programmes lending themselves to replication by Governments.

39. At the same time, experience indicates that a range of action is needed if intermediate level programming is to be more effective: developing an information base about the condition of children and women in the programming area; providing local plans within programme plans of operation in order to take account of community responses; adopting a longer time-frame for programme preparation, especially when the community is involved; arranging for rapid delivery of supplies and other support when the community is ready; and monitoring, at the intermediate level, progress and results achieved. Administrative capacities also need strengthening as they are often a bottle-neck for programme implementation.

40. The trend towards increased UNICEF involvement in programming at the subnational level also has implications for staff. These include the need to develop a greater range of competence within UNICEF field offices for programming at the intermediate level; recruiting staff with skills to work at this level; and outposting national officers and international staff.

41. The Board welcomed the trend towards increasing UNICEF co-operation at the intermediate and local levels. The application of this approach was held to be a logical extension of policies and principles established by the Board in response to Governments' changing perceptions of the development process and of the role UNICEF could play in that process.

42. It was recognized, however, that such co-operation accounted for only a minor part of UNICEF global programme expenditure. The bulk of UNICEF programme assistance was delivered in support of centrally designed, largely sectoral

programmes. As pointed out by several representatives, administrative and social structures and national policies varied substantially among countries and that diversity made co-operation at the intermediate and, in particular, at the local level complex and sensitive. One representative stated that it was ultimately up to the Governments concerned to decide what approaches to development they should adopt.

43. Delegations drew on their national experience in subnational planning, raising several basic questions for consideration. For example, could it be taken for granted that people at that level were ready and willing to accept planning responsibilities? The selection of target groups, a process linked to the availability of training and expertise, was also questioned. At the same time, it had to be borne in mind that this programming approach often created rising expectations; it should only be followed when the prospects for financing were fairly definite. In retrospect, however, the benefits were considered indisputable, particularly in the building up of national capacity for organizing and directing social development projects.

44. Mobilization of local resources through the maximum possible development of popular participation was of crucial importance. In promoting such participation, simple, practical and sometimes unconventional strategies should be devised and promoted by local personnel trained by UNICEF. As in urban programmes, income-generating activities were considered to be an important entry point to community participation in basic services. They should be introduced with the greatest care, however, because success depended not only on many exogenous factors but also on the type of community which could benefit from such activities. The process was complex and full credit should be given to UNICEF for achievements to date.

45. Delegations saw the new programming approach as a way to encourage community participation with the help of national and international NGOs and to achieve a multiplying effect in the regional development of social development projects.

46. There was general agreement that collaboration with NGOs was essential and should be extended with the approval of national Governments. A note of caution was sounded with respect to the possibility of encouraging a system that might become parallel to, or competitive with, government services. It was suggested that UNICEF could perhaps help with institution building, being wary not to break down those characteristics for which NGOs were selected in the first place.

47. One delegation stated that co-ordination was not an end in itself but part of a process to ensure more effective delivery of services, to avoid duplication. Care should be taken to limit the tendency of technical agencies to stretch into sectors and types of activities which were not strictly within their mandates. The ultimate responsibility for co-ordination in a particular country rested with the national authorities; day-to-day collaboration, however, was within the purview of the external agencies themselves. A number of countries felt that the key to success was to be found at the country level and that the country programming processes established by certain agencies might be brought closer together.

48. Many delegations directed attention to the importance of examining the staffing implications of increased co-operation at intermediate and local levels. The report showed that programming at these levels was more time-consuming and man-power intensive.

49. For UNICEF to remain an active partner in this endeavour, staffing patterns would be affected. There were many ways of approaching this question, such as redeployment and training of staff. Delegations generally favoured a greater use of local staff. In cases where local personnel might not be available initially, training of such staff was recommended before the launching of a project. In one delegation's view, UNICEF should only play a catalytic role by providing critical inputs and supporting monitoring activities at subnational levels, with less outposting of staff.

50. As the programming approach had evolved in response to a trend towards decentralization, UNICEF structure and decision-making processes were bound to be affected. It was suggested that an appraisal of personnel needs at various levels should be based on an understanding of the functions of UNICEF field structure and the interaction between offices - vertical, global and horizontal - both within a region and between regions. There was clearly a need to know more about what levels of UNICEF field structure needed to be strengthened.

51. Board members noted that the full staffing implications of the report based on the priorities emerging from Board discussions this year would be examined in detail under the next budget review. Decisions to be taken on different programming approaches for countries of different socio-economic levels at the May 1983 session would also need to be taken into account. The secretariat responded that staffing and training requirements would be prepared with a view to continuing efforts to render UNICEF operations as efficient and cost effective as possible.

Conclusions

52. The following conclusions were adopted by the Board:

(a) The Board welcomes the main findings of the report on programme co-operation at intermediate and local levels (E/ICEF/L.1439) and strongly endorses the thrust to greater co-operation in the introduction and strengthening of institutions and services benefiting children at the intermediate and local level. Community participation should be part of this effort wherever possible.

(b) UNICEF co-operation over the past decade has moved increasingly to the subnational level. Area-specific programmes have provided opportunities for strengthening a range of services benefiting women and children. UNICEF experience reviewed by the report supports the policy of co-operation in area-specific programmes and suggests that opportunities should be sought for more co-operation at subnational levels. In addition to area-specific programmes, subnational co-operation focused on special groups, such as children of disadvantaged minorities or nomads, deserves increasing attention. Emphasis should be placed on supporting programmes that are replicable and capable of being translated into national policy.

(c) Positive perceptions of UNICEF by Governments and other bodies in the countries where UNICEF maintains offices are due to factors linked to the UNICEF field presence, substantive inputs to programming and the "grass-roots" orientation of UNICEF staff. The perception of UNICEF as a developmental agency working with Governments for women and children has in some countries been enhanced by the ability of UNICEF to establish subnational offices or outpost staff members.

(d) The trend towards greater UNICEF co-operation at local and intermediate levels should be continued but subject to the following conditions:

- (i) UNICEF co-operation at the national level will continue to be essential - as well as being a pre-condition for work at intermediate and local levels;
- (ii) Subnational co-operation must in all cases be done with the full agreement of the Government;
- (iii) The focus of subnational co-operation must be related to the varying situations of different countries. In some cases it may be desirable to establish subnational offices or outpost staff members - but this can only be judged in relation to the situation in each country.

(e) Within the context of programme practices and procedures, experience indicates more attention is required for:

- (i) Helping Governments build an information base about the condition of children;
- (ii) Taking community views into account;
- (iii) Adopting an adequate time-frame for programme preparation;
- (iv) Arranging rapid delivery of supplies and other support;
- (v) Monitoring programme delivery at the intermediate level.

(f) Some of the most effective entry points for promoting communication may be economic, for example, income-generating activities for women. Other entry points, such as action to tackle urgent community problems or provision of PHC and basic services, are also important.

(g) NGOs, including a wide variety of voluntary social groups, university departments, women's organizations and co-operatives, are often the most effective channels for stimulating, encouraging and sustaining community involvement in improving the condition of children and women. Subject to government concurrence, UNICEF support can encourage increased use of the non-governmental sector as a channel to reach underserved families and for implementing projects.

(h) There is a need for better data, local analysis and participation of communities in the planning, management and monitoring of programmes. In view of this, more effort is required to focus attention on activities aimed at building the management and institutional capacities for the delivery of basic services at the subnational level.

(i) UNICEF field offices are making greater efforts at collaboration with United Nations and other partners than is commonly perceived. Relations with the representatives of other funding agencies and specialized agencies are generally friendly and co-operative. Information is exchanged and problems discussed. The UNICEF representative retains his or her direct line of communication with the Executive Director and also deals directly with the ministries with which UNICEF has to be concerned. The report highlights increased co-operation with national and regional institutions and this should be strengthened further. These

institutions are now able to provide consultant services in regard to the organization and management of the delivery of social services. This support in many cases has made participation of personnel from specialized agencies of the United Nations less necessary than in the past. Greater UNICEF co-operation with national institutes will help build national capacity and increase technical co-operation among developing countries.

(j) UNICEF needs to strengthen its own capacity and expertise to work at intermediate and local levels. This requires action in recruitment, orientation and training. Training activities sensitizing UNICEF staff to the requirements of UNICEF co-operation at intermediate and local levels should be strengthened to include emphasis on organization and administration of social services projects at subnational levels; approaches to enhance community participation; project preparation and more orientation to social structure and cultural patterns in areas in which UNICEF co-operation is active. UNICEF staffing needs at subnational levels can only be determined by need, country by country, according to normal UNICEF administrative and budgetary review procedures.

Water maintenance

53. The Board had before it a report on maintenance of community water supply and environmental sanitation facilities (E/ICEF/L.1442). One delegation pointed out that activity in this field, as described in the report, served as a strong example of co-operation at different levels. Conclusions as to the need and potential for further development and maintenance with regard to water and sanitation were summarized in the report as follows:

A number of factors need to be strengthened in the planning and programming of future water and sanitation activities. Most of these concern the entire scope of the water and sanitation programmes and projects, but also have a direct bearing on the possibilities for improvement of maintenance, including:

(a) Encouragement of government policies which support the continuity of projects;

(b) Systematic establishment of background knowledge of socio-cultural attitudes and patterns;

(c) Analyses of the prevalent disease patterns in individual project areas. From these follow suitable adaptations of the technical designs for lessening the impact of diseases on the populations, their health and their well-being;

(d) Mandatory inclusion in the programmes of health education and community motivation supported by project support communications;

(e) Further development of systems and specific technical designs, local energy resources, materials and means of production, both of capital items and of spare parts and tools;

(f) Intensified training and development of human resources at all levels for preventive and corrective maintenance. Special attention should be paid to encourage the participation of women in all phases of the planning, installation, operation and maintenance. This implies educational and training activities specifically directed towards the women in the communities;

(g) Exchange of experiences and information on the organization of maintenance, particularly at the community level;

(h) Encouragement and guidance for funding by the community itself of operation and maintenance and for the over-all replacement of worn-out equipment and material after a number of years;

(i) Monitoring, supervision and product evaluation of the condition of water and sanitation installations in all project areas, as a direct tool for keeping up efficient and proper use by the inhabitants and a continuous impact on their health and well-being, particularly that of their children.

Emergencies

54. UNICEF work in emergency relief, rehabilitation and special situations was detailed in two reports, "Kampuchean emergency relief operations" (E/ICEF/L.1449) and "Progress report on UNICEF co-operation with African countries in special situations" (F/ICEF/L.1450). Special appreciation was expressed by the Board for the work of UNICEF staff in Kampuchea, with one delegation noting in particular the efficient co-ordination with other United Nations agencies and NGOs. There was general agreement that the invaluable experience which UNICEF gained while acting as lead agency in the Kampuchean relief operations should not be lost. In this context, the Board noted the strengthening of the existing emergency unit as well as the programme of staff training. The Executive Director reported that a review of UNICEF policy and organization for emergencies and an updating of the field manual on emergencies were under way.

55. On the question of general UNICEF policy with regard to emergency situations, it was pointed out that the Administrative Committee on Co-ordination had decided on the role of the lead entity in dealing with exceptional and complex disasters. The ACC decision will be before the Economic and Social Council as its second regular session of 1982. It was also observed that within the framework of General Assembly resolution 36/225, UNICEF would play an important role in close co-operation with the Office of the United Nations Disaster Relief Co-ordinator. The Executive Director emphasized that the strengthening of UNICEF emergency capability did not represent a departure from the guiding policy of concentrating on long-term development efforts benefiting children. In conclusion, with regard to the report on UNICEF co-operation with African countries, delegations supported the recommendation of the Executive Director for continued UNICEF attention and action for African countries in special situations.

Programme co-operation

Commitments approved at the session

56. On the recommendation of the Programme Committee, the Executive Board approved commitments from general resources totalling \$227 million, about one third of which will be called forward in 1982 and 1983 and the remainder later. In addition, the

Board "noted" 36 projects totalling about \$252 million for financing through specific-purpose contributions, including two unusually large projects for \$100 million for nutrition and essential drugs which Italy had already pledged to fund.

57. As a result of this Board action, UNICEF will be assisting projects in 112 countries and territories: 46 in Africa, 28 in the Americas, 30 in Asia, and 8 in the Eastern Mediterranean region and Europe. Following considerable discussion, the Board approved the recommendation for assistance to Viet Nam on the explicit understanding that the programme was designed to benefit children and women; the Executive Director had indicated that the allocation for infrastructure components would be diminished during the programme period; that the programme would be closely monitored.

Peru programme

58. An opportunity to review one programme in depth, touching on all aspects of co-operation, has been a continuing request of the Programme Committee in recent years. During the current session the Committee turned its attention to the proposal for Peru. As described by the former UNICEF representative in Peru, the programme presented was the culmination of a four-year programming process based on an evaluation of past and present experience combined with an analysis of the country situation and prospective evolution. The over-all objective of the recommendation was the adoption and implementation of the basic services approach.

59. Delegations expressed their interest in the country exercise, raising questions on planning levels, interagency co-operation, PHC, and non-formal education. The Puno integrated basic services project was singled out, with delegations noting that such projects require the unswerving commitment of the national Government to ensure the necessary administrative and political support at all levels and the co-ordination to carry such a project to a successful conclusion. That initial education centres had proved to lend themselves to replication in other areas and that data had shown non-formal education activities conducive to the introduction of social changes in communities was of particular interest. The importance of project support communications in encouraging community participation and involvement was underlined, as was the role of social communication in general.

Nutrition

60. The Board recognized efforts to improve the nutritional status of children and mothers as a high priority for UNICEF work. Some 100 million children in the developing world currently suffer from serious malnutrition. UNICEF promotion of breast-feeding and appropriate weaning practices was viewed as an important step in solving this problem. Several delegations, reporting on the progress of national breast-feeding campaigns, underlined the need for improving the nutritional status of women and providing support services for working mothers. Board discussion was facilitated by an audio-visual presentation on the UNICEF-assisted breast-feeding campaign in Brazil. The campaign earned praise as an effective low-cost project characterized by multisectoral and inter-agency co-ordination. The co-operation between UNICEF and WHO with regard to the International Code of Marketing of Breastmilk Substitutes was commended.

61. Greater UNICEF assistance for child and maternal nutrition activities had been encouraged by some delegations in recent years. The Board therefore gave careful

consideration to the proposal for a joint WHO/UNICEF five-year programme to reduce malnutrition among children and women through PHC activities in a number of developing countries (E/ICEF/L.1441 and Add.1; E/ICEF/P/L.2146(REC) and Add.1). The plan outlined a supportive role for UNICEF and WHO in working with national and other international agencies both in direct health sector and multisectoral co-operation, particularly in education, agriculture and food supply. Proposed activities include promotion of breast-feeding, improved weaning practices and nutrition education; control of specific deficiencies such as iodine and vitamin A; environmental health; and food production and distribution. The Board also examined a recommendation for a joint WHO/UNICEF project to increase the supply of essential drugs to least developed countries, initially limited to five in Africa (E/ICEF/P/L.2145(REC)/Rev.1). It was proposed that these activities be funded as two complementary "noted" projects, for which the Government of Italy had promised \$100 million.

62. In discussing these proposals, several delegations expressed serious reservations with regard to the apparent lack of concrete detail in the outlined joint five-year programme. While welcoming the generous contribution and appreciative of the Executive Director's effort in mobilizing additional resources, they questioned the advisability of filling any "gaps" in current programmes through supplementary-funded projects. Delegations stressed that careful integration with existing national programmes was necessary. Although agreeing with the broad principles of the plan, some delegations criticized it as an abstract global policy lacking concrete operational strategies as well as necessary information on measurable objectives and guidelines for the selection of countries.

63. In response, the secretariat described the plan as a framework, necessarily broad. Specific assistance projects would be integrated into national development plans. Projects would be based entirely on the individual priorities, needs and potential of each country. With regard to other concerns expressed by the Board, the secretariat gave assurance that maximum use would be made of locally available resources at country level and that the crucial role of nutrition education would be stressed. In addition, a review of consumer subsidy schemes was under consideration. The use of food coupons, which one delegation singled out as cause for special caution, would depend entirely on the suitability of the particular country context.

64. Delegations welcomed the interagency co-ordination of the joint WHO/UNICEF nutrition programme and essential drugs project, while asking for more information on collaboration with other agencies when specific country plans had been worked out. The expenditure on staff and overhead proposed in the joint five-year plan was also questioned. This expenditure was justified by the secretariat in view of such programme aims as global co-ordination and experience exchange; expanded managerial capacity within UNICEF and WHO; and improved advocacy for greater international financial, technical and political support to food and nutrition work in developing countries. It was also emphasized that the joint programme would give considerable attention to strengthening national capacity and that every effort would be made to use local personnel. In conclusion, it was agreed that the Executive Director would report on the implementation of the joint WHO/UNICEF programme at the 1983 Board session.

Primary health care

65. Co-operation in maternal and child health services is the largest UNICEF field of activity. In 1981, UNICEF expenditures on health programmes in 107 countries

were more than \$47 million. Including related co-operation in the fields of water supply, sanitation and child nutrition, 1981 expenditures exceeded \$100 million.

66. Working jointly with WHO, UNICEF has promoted PHC services as a means of extending preventive health care through community participation. The PHC approach, as adopted at the International Conference on Primary Health Care at Alma-Ata in 1978, has gained very wide support, although the acceptance and application of PHC has been an uneven and gradual process. To develop the PHC approach, the main action taken by countries, with support from WHO, UNICEF and other organizations, has been to convene national and intercountry workshops and other exchanges of country experience.

67. While the Programme Committee noted the efforts made by UNICEF to promote PHC, there was repeated emphasis that UNICEF should increase these efforts and assist Governments to adopt alternative systems for the delivery of health care to neglected areas. It was acknowledged by some delegations that the lack of administrative capacity and infrastructure in some countries had been the main cause of the delay in adopting the PHC approach. In those countries where the constraints were related more to political will than to the level of resources, UNICEF had assumed an advocate's role. The secretariat was requested to pay special attention to training for PHC and vaccination, including management training.

Formal and non-formal education

68. In developing countries, only 3 or 4 children out of every 10 complete primary education. The proportion of women among illiterates continues to grow and enrolment figures for girls in primary schools of the developing world, while improving, are markedly lower than for boys.

69. Assistance to primary and formal education is a continuing UNICEF priority (with expenditures of \$11 million in 1981) but this assistance is being increasingly dovetailed with programmes of non-formal education, particularly for women and girls, in such fields as health education, child care, nutrition and income-earning skills. There is increasing recognition of the link between female literacy and the use of health and social service amenities.

70. The 1980 Executive Board concluded that UNICEF policy guide-lines on education continued to be pertinent although a sharper focus in programme preparation and greater effectiveness in implementation were necessary. In 1980, commitments of \$24.1 million (14.7 per cent of total commitments) were approved for formal education and \$6.1 million (3.8 per cent) for non-formal education. In 1981, the approved commitments were \$29.1 million (8.3 per cent) and \$29.9 million (8.5 per cent) respectively. This increased emphasis on non-formal education is focused on reaching large numbers of out-of-school children through non-formal means, following a comprehensive approach to meeting learning needs of children through dissemination of relevant information to parents, families and communities, and building educational components into basic services.

Women's activities and services

71. Recent years have revealed growing awareness of the inseparable part women play in effective development - and this is a component of a wide range of UNICEF activities.

72. In the discussion of the Programme Committee there was a general concern that activities and services proposed for women were too modest in some country programme recommendations. Several delegations asked that more attention be given to improving women's nutritional status. Without such support their situation would not improve and other services such as education would have little effect.

73. The involvement of women should start at the planning stage and when it comes to a choice of technologies, their situation should always be borne in mind. In this connexion, one delegation commented that the impact of projects on women did not emerge clearly enough and suggested that a study on the environment be included in all proposals.

74. Income-generating activities for women was a subject of particular interest. More information on the range of these activities, evaluation of experiences, and co-ordination and co-operation with other agencies was requested for future sessions.

Water supply, sanitation and health education

75. The large majority of people in the developing world have no access to clean water and no sanitation or safe system of human waste disposal. In rural areas of the developing world, four out of five children do not have adequate water supply or safe sanitation. The lack of these basic amenities is a major factor in child morbidity and mortality.

76. In 1981, UNICEF assistance to water supply and sanitation programmes in 94 countries involved expenditures of more than \$45 million. The work of UNICEF in this area is seen as a prerequisite for improving child and maternal health and for releasing women and children from the time-consuming, energy-sapping carrying of water. Most programmes in which UNICEF participates employ simple, low-cost technology and serve low-income rural or peri-urban communities. In recent years, special importance has been attached to linking sanitation and health education activities to water supply schemes. In April 1981, several UNICEF field staff and international specialists met to discuss the impact of water supply on health and the role of sanitation and health education in future and existing programmes. A further aim was to establish a basis for guidelines to strengthen the water supply, community motivation and education components of PHC. The meeting identified issues and formulated questions for future examination at regional and country levels. Several country offices were also identified where health education and sanitation activities could be intensified in existing and future programmes.

Childhood disabilities and the International Year of Disabled Persons

77. World-wide, it is estimated that 1 child in every 10 is born with or acquires an impairment. Some 80 per cent of these impaired children are in developing countries, most of them beyond the reach of even the most basic rehabilitation services.

78. Traditional UNICEF support for help to disabled children - general child health and nutrition programmes, immunization, blindness prevention - was extended in 1980. This new approach recognized that impaired children are often deprived of the fundamental care and stimulation which all children need for their growth and development. Disruption of this process can produce a more serious handicap than the impairment alone. The new focus is on maintaining the normal process of child development. UNICEF has therefore begun to support the incorporation of early

detection and treatment of impairments into existing community-based health, child welfare and education services. Special attention is given to better preventive measures and to assisting families and communities to prevent disability and help those children already disabled. There is now much greater effort made to integrate rehabilitation measures within existing services, so that the development of each disabled child can be as normal as possible.

Monitoring and evaluation

79. An important theme of Board and Programme Committee discussions was programme delivery. UNICEF support to programme delivery involves substantive participation in the entire planning, programming, monitoring and evaluation process. While noting that increasing support was being given to monitoring and evaluation of country programmes, several delegations felt there was room for improvement, specifically with respect to the information base for programming, situation analysis on the condition of children and more systematic planning and use of programme and project evaluations. The secretariat responded that plans were being made to be more effective in these areas.

V. EXTERNAL RELATIONS

80. The need to develop and correlate advocacy and the public participation work of UNICEF, National Committees for UNICEF, NGOs and others interested in the well-being of children and mothers led to a decision by the Executive Director, in 1981, to link the main external relations functions of the secretariat. As noted by the Executive Director in his report to the Executive Board (E/ICEF/690, para. 171), those responsible for liaison with Governments and the United Nations system, co-operation with the National Committees and NGOs, information and communication activities, programme funding and greeting card sales and other products had now been brought together for purposes of joint planning, information and task sharing.

81. In the Board discussion, several delegations welcomed the emphasis on external relations activities and expressed the view that the main directives being envisaged for this function should be reviewed by the Board. The Executive Director agreed that a paper on external relations policy would be prepared which the Board would review at its session in 1983 (see para. 119 below). It was suggested that the proposed policy paper should describe guidelines and co-ordinating mechanisms covering advocacy programmes, including publications, films, and other public information efforts by UNICEF, National Committees and NGOs. Two global reports initiated by the secretariat during 1981 on UNICEF publications and publishing policies and on co-operation with NGOs and reactions to them, might serve as a basis for such a report.

National Committees for UNICEF

82. In his report to the Board (E/ICEF/690), the Executive Director praised the National Committees for their active efforts to raise funds and for their promotional and informational activities and their support of development education. National Committees were described as essential both in mobilizing public support for UNICEF programmes and in consolidating community and national efforts to move forward forcefully in areas of interest to children and women. A number of National Committees had also taken initiatives in drawing public attention to emergency situations, such as in Kampuchea and several African countries.

83. All the National Committees were concerned with increasing financial support for UNICEF, either indirectly through their education and information roles, or directly through the sale of greeting cards and other fund-raising activities. In 1980, UNICEF received \$35 million (\$18.8 million for general resources and \$15.8 million for specific purposes) collected under the auspices of the National Committees and an additional \$13.8 million in net income from the Greeting Card Operation, for which the National Committees were the main sales agents. In some countries, the National Committees succeeded in maintaining or increasing their fund-raising levels despite difficult economic conditions and reduced government spending in other areas.

84. The Executive Director noted that some National Committees continue to suffer from a weak financial base or limitations in making their volunteer network more professional. New demands for better use of the enormous advocacy potential of the

Greeting Card Operation, while avoiding the danger of perpetuating the charity image of UNICEF, were absorbing considerable effort. The work of National Committees in developing a closer relationship with UNICEF field operations, as well as the need to ensure the essential, regular flow of appropriate core materials, articles, photos and thematic and country background kits required for advocacy and information activities, were also recognized.

85. Several representatives praised the work of the National Committees in their countries. In recognition of their National Committees' valuable contributions to, and knowledge of, UNICEF efforts to improve the conditions for children, some Governments included a representative from the National Committee on their delegation to the Executive Board. ^{4/} The importance of encouraging key persons of National Committees to undertake field observation tours and thus gain a fuller appreciation of country programmes was emphasized and a report was presented on a study tour to Sri Lanka and Viet Nam in which 17 National Committees from Australia, Canada and Europe participated.

Non-governmental organizations

86. Delegations encouraged closer UNICEF/NGO co-operation. They recognized the unique contribution NGOs regularly make to UNICEF programmes, not only for their ability to mobilize community support for various projects, but also for their efficient use of human and financial resources. Of equal importance was their contribution in industrialized countries where, as advocates, they call attention to children's needs and support UNICEF fund-raising goals. In regions such as Eastern Africa, UNICEF has increased its contacts with Red Cross Societies and women's organizations and in doing so has expanded its outreach and effectiveness. Over \$53 million of the over-all UNICEF budget was raised from private sources in 1981.

87. The Executive Director noted increased in-country co-operation between UNICEF field offices and international and national NGOs; greater support on the part of service clubs, professional organizations and women's groups for UNICEF programmes at all levels; the expansion of NGO programmes aimed at the protection and promotion of breast-feeding; intensified efforts to prevent childhood disabilities; and the unprecedented level of co-operation which had developed between NGOs and UNICEF in responding to emergency situations. He noted that a report on UNICEF co-operation with NGOs had been prepared and was now a subject of discussion by NGOs, National Committees for UNICEF and the secretariat. Recommendations for future co-operation with the non-governmental sector were anticipated for the 1983 session of the Executive Board.

88. In his statement to the Executive Board, the Chairman of the NGO Committee on UNICEF, Victor de Araujo, emphasized that the primary goal of the Committee was to co-ordinate the efforts of all the voluntary NGOs working with UNICEF on behalf of children world-wide.

89. The Committee had begun exploring in depth the relationship between NGOs and UNICEF field offices, to ensure at all times an adequate flow of information and

^{4/} Australia, Austria, Canada, German Democratic Republic, Federal Republic of Germany, Hungary, Sweden, Switzerland and Yugoslavia.

co-operation in projects undertaken by NGOs at the country level. While many NGOs have established working relationships with UNICEF field offices, their success is to some extent due to individual initiatives rather than to well accepted, co-ordinated policies which encourage NGO participation in various aspects of country programmes. Consideration is being given to regularizing and increasing the effectiveness of UNICEF/NGO collaboration in such areas as programme planning, implementation and evaluation, shared technical assistance, liaison with host Governments, and support for national NGO networks.

Co-operation with United Nations agencies and bilateral sources of aid

90. The Board urged UNICEF to ensure that co-operation with the United Nations system and other sources of aid, including bilaterals and NGOs, was improved and co-ordinated. Special reference was made to co-operation with NGOs active at the grass-roots level. In response to comments by representatives, it was stated that UNICEF is very much aware of the need for strengthening co-operation and co-ordination which, at the country level, depends primarily on the Government. One delegation stressed that Governments should act as catalysts in bringing different agencies together. It was reported that there were periodic consultations with different United Nations agencies at the headquarters level. Joint programmes with WHO had long been in effect, with more currently being developed, and discussions were under way with the United Nations Educational, Scientific and Cultural Organization regarding efforts to universalize primary education.

Financial situationImprovements since October 1981

91. In response to adverse financial circumstances, the Executive Board at its May 1981 session approved only seven eighths of UNICEF country programmes submitted. As the financial situation further deteriorated through the year, the Board at its October 1981 special session approved a framework of financial projections under which a further reduction in general resource programme plans was made. Since October 1981, however, in response to appeals to donors to increase income, the financial prospects have improved. In his opening statement, the Executive Director reported that prospects were good that total UNICEF income would be significantly higher than the October 1981 estimates. Expected 1982 contributions to general resources exceeded the estimates made in October 1981 by \$32 million, for a total of \$275 million. In addition, several donors had indicated their intention of making significant contributions to "noted" projects in 1982 and 1983. A good part of these "notings" were being directed to those countries where programme plans funded from general resources had been reduced. Although it was not possible to assess precisely which of these "noted" projects might have been taken up under less compelling circumstances, the Executive Director suggested that at least \$25 million of the 1982 contributions to "noted" projects could be considered as redressing the reductions made in 1981, and further contributions were in prospect. The Executive Director expressed deep appreciation of the heartwarming response to the difficult financial circumstances by both traditional and new donors.

92. The Committee on Administration and Finance found that the income projections in the medium-term work plan appeared to be realistic at present. Several delegations expressed general satisfaction with the substantial increase in resources available in 1982 over the levels foreseen in October 1981. It was noted that it remained to be seen whether this increase would be maintained or represented primarily an attempt by donors to respond to the unusual circumstances of 1981.

93. Special gratitude was expressed by the Board to traditional and new donors for their increased contributions and to the Executive Director for his efforts in this regard. Particular appreciative mention was made of the Special Envoy for UNICEF, H.R.H. Prince Talal Bin Abdul Aziz Al Saud, and the Government of Italy. Prince Talal's efforts on behalf of UNICEF had led to the creation of the Azab Gulf Programme for the United Nations Development Organizations, which pledged \$25 million to UNICEF in 1981 with an additional \$15 million target for private sector contributions. The Government of Italy had increased its contributions four-fold in recent years, to \$10 million. Furthermore, in response to the appeals to donors for increased contributions following the October 1981 special session, Italy had decided to finance five adopted and two "noted" projects in the areas of rural water supply. It had also offered to fund a major joint WHO/UNICEF nutrition programme for \$85.3 million over five years and a related essential drugs programme for \$15 million (see paras. 61-64). Special appreciation was also expressed to the National Committees for UNICEF for their continuing contributions to UNICEF income, which in some countries exceeded government contributions.

1981 income

94. UNICEF income in 1981 totalled \$291 million, which included almost \$23 million in contributions for the emergency relief operations in Kampuchea. Net of exchange rate adjustments, and exclusive of contributions for Kampuchea, this was an increase of 4 per cent in nominal terms and 10 per cent in real terms. Income for general resources was \$218 million. Contributions for specific purposes, other than those for the Kampuchean relief operation, were \$50 million (see the 1981 financial report (E/ICEF/AB/L.239)).

95. Seventy-five per cent of UNICEF income came from Governments, 20 per cent from private sources (fund-raising campaigns, greeting card profits and individual donations), 1 per cent from the United Nations system and the remaining 4 per cent from miscellaneous sources. This breakdown follows a well-defined pattern of UNICEF income in recent years. Most of the income from private sources was collected by National Committees for UNICEF.

1981 expenditure

96. Expenditures in 1981, excluding those for the Kampuchean relief operation, were \$265 million, which consisted of \$126 million for supplies and equipment, \$65 million for non-supply assistance (training grants, project personnel, local costs and so on), \$45 million budget costs (gross) for programme support and \$29 million (gross) for administrative services. After deduction of contributions towards local budget costs from Governments, staff assessment and so on, the net costs of the administrative services and programme support budgets were \$37 million and \$26 million respectively.

97. For its planned input to the Kampuchean operation, UNICEF spent \$27 million, of which \$22 million were for supplies and equipment. At 31 December 1981, unfulfilled commitments, in the form of firm call-forwards and unshipped purchase orders, were \$8 million.

98. During 1981, donations in kind (mainly children's food) valued by donors at \$7 million, were delivered by UNICEF to projects. These deliveries are not reflected in UNICEF accounts, although they were handled by UNICEF administrative and support structures.

Fluctuating exchange rates

99. In the medium-term work plan (E/ICEF/691, para. 79), it was explained that the strengthening of the United States dollar in 1981 had two major effects on UNICEF finances: it reduced the dollar value of many Governments' contributions which are made in their own currencies and it caused a downward valuation of UNICEF non-dollar assets, which are mainly in the form of bank time deposits in European currencies. In fact, 1981 income was reduced by \$13 million arising from the revaluation of non-dollar assets and liabilities. Changes in exchange rates resulted in lower prices for some of the goods and services purchased by UNICEF in countries whose currencies had been devalued against the dollar, although this did not compensate for the adverse effect that the high dollar rates had on income.

Supplementary funding

100. The role of supplementary funding and its relation to general resources was a subject of considerable discussion in both the general debate and the Committee on

Administration and Finance. In response to informal requests from delegations shortly before the session, a conference room paper on supplementary funding and general resources (CRP 1982/12) was circulated during the Board meeting.

101. Much of the discussion focused on the increased use of "noted" projects and "adoptions" in response to financial difficulties in 1981 and the apparently large increase in supplementary funding projected in the medium-term work plan for 1982-1985 (see annex IV). (The Executive Board "notes" projects which are worthy of support but which cannot be funded at that time from general resources. When a supplementary contribution is made for a "noted" project, a corresponding commitment goes into effect. Donors may also earmark contributions for components within a regular programme already covered by a Board commitment; this is known as an "adoption". An amount equal to such a contribution may then be released to implement a "noting" for the same country.)

102. Many delegations agreed that supplementary funds were an important addition to the UNICEF funding base, facilitating fund-raising and helping donors to identify with UNICEF work. Several delegations expressed concern, however, that the apparent growth of supplementary fund contributions posed certain potential problems, which included the following: the multilateral nature of UNICEF assistance might be diluted; control by the Executive Board of allocation of resources to countries and sectors might be lessened; planning with uncertain funding might cause difficulties for recipient countries and for UNICEF itself; the possibility might arise of donors attaching conditions to their contributions, including "tied" procurement. In addition, at least some part of the administrative overhead for "noted" projects was borne by general resources, thereby possibly affecting programme delivery. There might also be difficulties of reporting to donors on implementation of "noted" projects.

103. The Executive Director pointed out that the increased use of the "adoption" process in 1981 had been an extraordinary measure in response to a critical fiscal situation. However, the most difficult period had now passed, thanks to inspiring help from both donor and recipient Governments.

104. In the Committee on Administration and Finance, the secretariat also observed that the proportion of supplementary contributions to total income, excluding emergency operations, had not varied greatly from 25 per cent in recent years and was expected to rise only modestly in future. Major contributors to supplementary funds were also substantial contributors to general resources. It appeared that contributions to supplementary funds had not affected the level of general resource contributions as these were also growing. At this stage, it appeared that approximately one third of the growth in supplementary funding projected for 1982-1985 would be accounted for by traditional donors, Arab sources and the increased contribution by the Government of Italy. It was reported that "noted" projects could also absorb their own administrative costs and that some "noted" projects also covered costs for core UNICEF functions.

105. The Board requested the Executive Director to prepare a comprehensive review of policies and procedures in connexion with supplementary project funding for consideration at the 1983 Board session.

Financial and related reports.

106. On the recommendation of the Committee on Administration and Finance, the Board noted (a) the observations of the Board of Auditors and the Advisory

Committee on Administrative and Budgetary Questions on the 1980 UNICEF financial report and the financial report on the Greeting Card Operation for the 1980 season, and the comments and actions taken by the Executive Director in response to those observations (E/ICEF/AB/L.238); and (b) the 1981 financial report (E/ICEF/AB/L.239).

107. In the Committee on Administration and Finance, several delegations expressed the view that the existing financial year of the Greeting Card Operation, from May to April, was better suited to the commercial nature of the Operation and National Committees for management purposes than a separation of the budget and campaign periods. This was also the view of the secretariat and the latest reports of the External Auditors. The Board welcomed the intention of the secretariat to revise the Greeting Card Operation budget format to reflect more fully the commercial nature of the operation.

Budgets

108. On the recommendation of the Committee on Administration and Finance, the Board approved budget estimates for the 1982 season (1 May 1982 to 30 April 1983) of the Greeting Card Operation and advance costs for the 1983 season (E/ICEF/AB/L.241). The budget estimated expenditure of \$25.7 million and gross revenue of \$50.1 million. The report on the implementation of the 1982-1983 budget (CRP 1982/13), following the decision of the Executive Board at its October 1981 special session was reviewed by the Committee. A full discussion of this topic is found in the report of the Committee on Administration and Finance (E/ICEF/AB/L.243).

Administrative matters

109. The Board reviewed a paper on resources, administrative efficiency and programme delivery (CRP 1982/11), prepared in response to representatives' requests and to the General Assembly request that governing bodies should review administrative efficiency measures (resolutions 35/81, para. 8, and 36/199, para. 12). The paper pointed to the decentralized structure of UNICEF and cited specific measures which had been or were being taken in four major areas: supply operations, computerization, personnel administration and programme delivery. The Board welcomed these measures as indications of a pragmatic response to the need to improve efficiency.

Consolidation of supply operations

110. Discussion in the general debate and in the Committee on Administration and Finance focused on the projected consolidation of UNICEF supply operations, following the acceptance by the Executive Board in 1981 of the Danish Government's offer of new facilities for an integrated supply centre in Copenhagen. The secretariat proposed that procurement, warehousing and delivery of UNICEF supplies - operations currently located in New York, Geneva and Copenhagen - be consolidated in Copenhagen. All procurement - except in North America - would be undertaken from the Copenhagen centre. The Office of the Director, Supply Division, would remain in New York to direct policy and co-ordinate with other headquarters functions. These changes should result in eventual savings of

\$3 million over a biennial budget period and a reduction of approximately one month in the average delivery time of UNICEF supply assistance.

111. Several delegations welcomed the consolidation and commended the Executive Director and secretariat for the initiative. The main points of clarification sought and provided concerned non-recurring costs in the current budget period and staffing implications of the consolidation. The Committee found merit in the consolidation and encouraged the Executive Director to take action within his discretion to pursue the proposal, bringing financial aspects to the attention of the Executive Board at its 1983 session. The Committee also noted the pragmatism and broad scope of other measures to improve administrative efficiency and programme delivery and requested that the Executive Director report at regular intervals on this subject, possibly with particular emphasis on specific operational themes.

Staffing

112. In general, delegations expressed approval of the redeployment of posts and the restraint in the increase in staffing levels indicated in the medium-term work plan and the report on the implementation of the 1982-1983 budget following the decision of the Executive Board at its October 1981 special session. Several representatives stressed that increases of staff should continue to be directly related to programme delivery in the field. It was noted in this context that a net increase of 12 positions at Headquarters and Geneva did not appear to be consistent with the views expressed by a majority of members at the Executive Board meeting in October 1981. The secretariat explained that establishment control would be exercised so that the number of posts occupied would not exceed levels approved by the Board and that there would be no net increase in staffing levels at Headquarters and at Geneva at the end of the current biennial budget period. Other delegations noted in this context that increased UNICEF participation in work at the local and subnational levels - the subject of a major policy review by the Board (see paras. 34-52) - could require some increase in staff. It was also noted that any proposed net increase of core staff posts would be subject to review by the Advisory Committee on Administrative and Budgetary Questions before presentation to the Board.

113. There was a question regarding the post of special adviser for women's development (created in 1981 at the level of assistant secretary-general), as the first incumbent of this post had recently returned to a post in the United Nations Secretariat. It was pointed out that this was a temporary post established for reasons announced in October 1981 and that it was proposed it be filled for the duration of the 1982-1983 budget period at the director level. The view was expressed that this post should not be filled again without prior Board approval.

114. Delegations noted with satisfaction that, during 1981, UNICEF had attained and surpassed the General Assembly's goal of women holding 25 per cent of posts in the international professional category. Delegations urged continuing efforts to increase this proportion and pointed out that training of staff who were not yet doing professional work was a means of increasing the number.

115. Several delegations advised the greater use of locally recruited staff, consultants and other sources of expertise found in developing countries and regions, both for cost considerations and for their particular value to UNICEF,

especially in programmes involving community participation. The Executive Director pointed out that UNICEF had, indeed, long done so and found such resources indispensable. The increased delegation to field offices of responsibilities for personnel matters was also noted with approval.

116. A summary of the views expressed in the Committee on Administration and Finance is contained in the Committee's report (E/ICEF/AB/L.243).

VII. BOARD ENLARGEMENT

117. The Chairman reported on the results of the special session of 16 April 1982, at which the Executive Board adopted by consensus a recommendation to expand Board membership from 30 seats to 41 seats. The formula for the enlargement increased the representation of the African and Asian States from six seats each to nine each; of Latin American States from four seats to six; and of the Western European and other States from 10 seats to 12. The forty-first seat will rotate among those regional groups and the Eastern European States, which have a representation of four seats. The rotation of the forty-first seat was decided upon by the drawing of lots among the developing regions for the first three terms, and between the Western European and other States and the Eastern European States for the fourth and fifth terms. As a result of the drawing, the order, is the following: African States; Latin American States; Asian States; Western European and other States; Eastern European States. 5/

118. The recommendation for enlargement was approved by the General Assembly on 28 April 1982 (resolution 36/244). The Executive Director noted that the decision to enlarge the Board had been approved by the Economic and Social Council (decision 1982/111 of 22 April) and by the Assembly, and elections had taken place on 6 May - all within a period of two weeks. Special appreciation was expressed for the Chairman's efforts in facilitating the Board enlargement. The Chairman thanked all the parties concerned for the constructive manner in which the issue had been resolved and said he took special pleasure in welcoming recently elected Board members. The successful settlement of this matter illustrated the institutional vitality of UNICEF and had reinforced the Board's strong tradition of agreement by consensus.

5/ The full report on the special session is contained in document E/ICEF/694.

VIII. OTHER MATTERS

Preparation for the 1983 Executive Board session

119. The Board approved the following four subjects, as suggested by the Chairman, for reports to be considered at the 1983 Board session: supplementary funding; external relations policy; joint support to Governments for PHC implementation (a report of the WHO/UNICEF JCHP); and alternative programme approaches at the country level.

120. In addition, the Executive Director's report to the Board at its 1983 session will include progress reports covering the joint WHO/UNICEF nutrition programme and the UNESCO/UNICEF Task Force on the universalization of primary education; information on technical co-operation among developing countries and related training activities; and information on support for income-generating programmes for women. One delegation, in welcoming information on income-generating activities for women, suggested that in view of the complexity of the subject perhaps a more substantive report could be prepared for 1984.

121. With regard to the JCHP report, one delegation proposed the title "Joint WHO/UNICEF report on the implementation of the decisions of the International Conference on Primary Health Care held at Alma-Ata". This suggestion was noted and will be conveyed to JCHP. Another delegation stated that any case studies prepared for these reports should be undertaken in co-ordination with national Governments and concerned organizations. One delegation noted that the external relations report would involve close work with the National Committees for UNICEF. Suggestions for special reports for the 1984 regular session included co-operation in nutrition; early childhood development; infant and young child feeding; and children in national social development planning. The latter may be considered in the light of a feasibility study to be prepared by the Executive Director for the information of the Board in 1983.

History of UNICEF

122. At the May 1981 session of the Board, a number of representatives called attention to the importance of starting a project on the history of UNICEF while a number of long-standing staff members and members of the Board and National Committees for UNICEF, closely involved with the evolution of UNICEF, were still available. At the current session, the Board, on the suggestion of several delegations, requested the Executive Director to proceed with the preparation of such a history. It adopted the following proposal:

It is proposed that the Executive Board request the Executive Director to entrust to independent and competent individuals the task of writing a history of UNICEF since its foundation using, inter alia, the testimony of past associates and members of the Executive Board and National Committees.

Documentation and conduct of business

123. The Secretary of the Board reported progress in the continuing effort to rationalize documentation. The total volume of reports presented to the Board had been considerably reduced, and timely translation and distribution of reports would

be further improved. An informal working group on documentation had been organized and a preliminary meeting held. There had also been an informal meeting to consider changes in the conduct of business. All interested representatives were invited to participate in further consultations which would be carried out on a regionally representative basis. Individual Board members and secretariat staff would again be meeting in the autumn to prepare recommendations which would then be sent to Board representatives for their reaction.

Annex I

MESSAGE OF THE EXECUTIVE BOARD TO THE GENERAL ASSEMBLY
AT ITS SECOND SPECIAL SESSION DEVOTED TO DISARMAMENT

The Executive Board of UNICEF, mindful of the opening, in June 1982, of the second special session of the General Assembly devoted to disarmament, recalls the message which the Executive Board sent to the Assembly at its first special session devoted to disarmament, in 1978, and wishes the General Assembly success in its difficult task of devising concrete ways to reduce armaments in the world and to promote peaceful relations between nations. The Board feels that, at different levels, both the special session of the Assembly and the UNICEF Executive Board are working in the best interests of future generations.

The Board notes that the waste of technical, financial, human and natural resources for armaments to the detriment of solving urgent social and economic problems, particularly of the developing countries, appears intolerable against the background of hardships and suffering of children in most developing countries.

In this regard, we believe it is worth reiterating the basic facts and timeless principles of our 1978 message:

The unmet needs of the world's children are immense. In the developing countries with which UNICEF co-operates, on the average:

- (i) The infant mortality rate is eight times that of the industrialized countries;
- (ii) Malnutrition affects one quarter of all children;
- (iii) Less than one half of the children of primary school age attend school;
- (iv) Less than 20 per cent of rural children have access to adequate health facilities.

Bearing in mind that the massive accumulation of armaments reflects and aggravates international tensions, sharpens conflicts in various regions of the world, hinders the process of détente, exacerbates the differences between opposing military alliances, jeopardizes the security of all States, heightens the sense of insecurity among all States, including the non-nuclear weapons States, and increases the threat of war, including nuclear war,

Accordingly,

1. Taking note of the Final Document adopted by the General Assembly at the first special session devoted to disarmament, the UNICEF Executive Board urges countries participating in the second special session devoted to disarmament to take practical steps towards effective arms limitation and disarmament in accordance with priorities and responsibilities established in the Final Document and with the purposes and principles of the Charter of the United Nations.

2. The UNICEF Executive Board also expresses the hope that, during the deliberations at the special session, the participants will have ever in mind the objective of all Governments to provide safer, more constructive lives for the children who will be the world citizens of tomorrow. One means to this end is a reduction of the dangerous and crushing burden of armaments; another is the provision of adequate services to meet the essential needs of the younger generations.

3. The Board therefore appeals to the General Assembly to take, at the special session, whatever steps it appropriately can in order to ensure that there may be a reduction of expenditures on armaments so that a portion of the savings can be channelled through national or multinational programmes towards meeting the minimum requirements of children everywhere - adequate nutrition, safe water, primary health care and suitable education. These are entitlements under the Declaration of the Rights of the Child a/ and are based equally on the principles of humanitarianism and the pragmatic necessities for sustained development.

a/ General Assembly resolution 1386 (XIV) of 20 November 1959.

Annex II

UNICEF FINANCIAL PLAN SUMMARY
(GENERAL RESOURCES AND SUPPLEMENTARY FUNDS)

	Actual		Planned		Projected	
	1980	1981	1982	1983	1984	1985
(millions of United States dollars)						
1. Income	313	291	385	410	450	500
2. Commitments	355	555	336	508	415	645
3. Call-forwards	300	296	319	370	435	485
4. Expenditure	314	292	322	354	408	465
5. Liquidity						
(i) Requirement	71	81	77	101	120	138
(ii) Provision expected to be held at the beginning of the year	72	62	42	81	114	137
(iii) Provision expected to be held at end April of each year	47	43	42	61	90	109
	<u>Other operations</u>					
6. UNIPAC						
(i) Supplies shipped to programmes	43	37	34	39	45	51
(ii) Inventory	25	23	21	22	23	24
7. Greeting Card Operation						
(i) Net proceeds of sales	33	38	43	51	61	70
(ii) Operating expenditure	16	20	22	26	30	35
8. Expenditure from trust funds	36	23	25	25	27	30
9. Donations in kind distributed	11	7	10	10	10	10

Annex III

UNICEF FINANCIAL PLAN, GENERAL RESOURCES

	Actual		Planned		Projected	
	1980	1981	1982	1983	1984	1985
	(millions of United States dollars)					
1. Income	205	218	275	285	313	352
2. Commitments						
(i) Programme commitments	166	316	226	166	278	224
(ii) Budget commitments	76	171	-	217	-	273
Total	<u>242</u>	<u>487</u>	<u>226</u>	<u>383</u>	<u>278</u>	<u>497</u>
3. Call-forwards						
(i) Programme	150	151	165	184	213	237
(ii) Budgets (gross)	62	74	81	90	102	115
Total	<u>212</u>	<u>225</u>	<u>246</u>	<u>274</u>	<u>315</u>	<u>352</u>
4. Expenditure						
(i) Programmes	157	152	169	179	200	225
(ii) Budgets (gross)	62	74	81	90	102	115
Total	<u>219</u>	<u>226</u>	<u>250</u>	<u>269</u>	<u>302</u>	<u>340</u>
5. Liquidity						
(i) Requirement	71	81	77	101	120	138
(ii) General resources cash expected to be held at the beginning of each year	50	28	5	33	48	58
(iii) General resources cash expected to be held at end April of each year	17	7	5	13	24	30
(iv) Average monthly payments	19	19	22	24	27	30

Annex IV

UNICEF INCOME PROJECTIONS

	Actual		Planned		Projected	
	1980	1981	1982	1983	1984	1985
(millions of United States dollars)						
<u>General resources</u>						
1. Governments <u>a/</u>	147	170	205	214	233	264
2. Non-governmental sources	24	19	30	23	25	27
3. Greeting cards	17	18	21	25	31	35
4. Other	17	11	19	23	24	26
Total	<u>205</u>	<u>218</u>	<u>275</u>	<u>285</u>	<u>313</u>	<u>352</u>
<u>Supplementary funds</u>						
5. Governments <u>a/</u>	80	53	85	96	106	117
6. Non-governmental sources	22	17	19	22	23	23
7. United Nations	6	3	6	7	8	8
Total	<u>108</u>	<u>73</u>	<u>110</u>	<u>125</u>	<u>137</u>	<u>148</u>
GRAND TOTAL	<u><u>313</u></u>	<u><u>291</u></u>	<u><u>385</u></u>	<u><u>410</u></u>	<u><u>450</u></u>	<u><u>500</u></u>

a/ Including contributions from intergovernmental sources.

Annex V

GOVERNMENT PLEDGES TO UNICEF GENERAL RESOURCES
FOR 1982 AS AT 15 JUNE 1982 a/

(United States dollars)

	<u>Pledged for 1982</u>		<u>Pledged for 1982</u>		<u>Pledged for 1982</u>
Afghanistan	30 000	Democratic Yemen	5 879	Jordan	-
Albania	-	Denmark	5 391 079	Kenya	13 270
Algeria	124 500	Djibouti	2 000	Kiribati	-
Angola	-	Dominica	-	Kuwait	200 000
Argentina	-	Dominican Republic	-	Lao People's Democratic Republic	5 000
Australia	3 672 550	Ecuador	37 595	Lebanon	50 928
Austria	967 648	Egypt	66 934	Lesotho	2 055
Bahamas	-	El Salvador	-	Liberia	20 000
Bahrain	7 500	Equatorial Guinea	-	Libyan Arab Jamahiriya	-
Bangladesh	6 000	Ethiopia	-	Liechtenstein	-
Barbados	5 000	Fiji	2 000	Luxembourg	19 540
Belgium	-	Finland	2 278 840	Madagascar	8 696
Belize	-	France	2 833 333	Malawi	4 300
Benin	10 000	Gabon	-	Malaysia	78 400
Bhutan	2 530	Gambia	5 045	Maldives	3 000
Bolivia	16 000	German Democratic Republic	121 739	Mali	-
Botswana	10 823	Germany, Federal Republic of	4 936 170	Malta	4 988
Brazil	100 000	Ghana	-	Mauritania	-
Bulgaria	58 685	Greece	130 000	Mauritius	-
Burma	52 043	Grenada	-	Mexico	286 754
Burundi	-	Guatemala	30 000	Monaco	3 478
Byelorussian Soviet Socialist Republic	78 892	Guinea	38 838	Mongolia	3 500
Canada	9 030 438	Guinea-Bissau	-	Montserrat	-
Cape Verde	-	Guyana	4 508	Morocco	65 000
Central African Republic	-	Haiti	-	Mozambique	5 007
Chad	-	Holy See	1 000	Nauru	-
Chile	220 000	Honduras	20 000	Nepal	-
China	250 000	Hungary	21 429	Netherlands	8 626 173
Colombia	385 000	Iceland	31 200	New Zealand	-
Comoros	-	India	1 748 634	Nicaragua	-
Congo	-	Indonesia	300 000	Niger	-
Costa Rica	-	Iran	-	Nigeria	58 870
Cuba	137 220	Iraq	122 034	Norway	15 096 846
Cyprus	-	Ireland	-	Oman	50 000
Czechoslovakia	83 752	Israel	50 000	Pakistan	64 163
Democratic Kampuchea	-	Italy	9 302 326	Panama	22 000
Democratic People's Republic of Korea	-	Ivory Coast	20 000	Papua New Guinea	-
		Jamaica	-	Paraguay	-
		Japan	8 200 000	Peru	-
				Philippines	413 700
				Poland	86 823

	<u>Pledged for 1982</u>		<u>Pledged for 1982</u>
Portugal	15 000	Trinidad and Tobago	10 417
Qatar	200 000	Tunisia	39 927
Republic of Korea	147 000	Turkey	163 399
Romania	13 636	Tuvalu	-
Rwanda	-	Uganda	1 923
Saint Lucia	-	Ukrainian Soviet Socialist Republic	157 784
Saint Vincent and the Grenadines	749	Union of Soviet Socialist Republics	852 033
Samoa	-	United Arab Emirates	150 000
San Marino	-	United Kingdom of Great Britain and Northern Ireland	10 498 221
Sao Tome and Principe	-	United Republic of Cameroon	88 333
Saudi Arabia	1 000 000	United Republic of Tanzania	16 164
Senegal	-	United States of America	41 500 000
Seychelles	1 000	Upper Volta	-
Sierra Leone	-	Uruguay	-
Singapore	1 429	Vanuatu	-
Solomon Islands	500	Venezuela	200 000
Somalia	-	Viet Nam	5 000
South Africa	-	Yemen	-
Spain	259 920	Yugoslavia	250 000
Sri Lanka	10 922	Zaire	-
Sudan	35 000	Zambia	-
Suriname	-	Zimbabwe	3 688
Swaziland	1 009		
Sweden	24 137 931		
Switzerland	4 024 498		
Syrian Arab Republic	25 641		
Thailand	203 352		
Togo	10 000		
Tonga	-		
		GRAND TOTAL	<u>160 066 131</u>

a/ Pledges have generally been converted at the rate of exchange of June 1982. However, some pledges have been converted at the rate prevailing in the month when payment was made.

Annex VI

**SUMMARY OF COMMITMENTS APPROVED BY THE EXECUTIVE BOARD AT ITS MAY 1982
SESSION, BY REGION AND MAIN FIELD OF CO-OPERATION a/**

(thousands of United States dollars)

	Africa	Americas	East Asia and Pakistan	South Central Asia	Eastern Medi- terranean	Europe and inter- regional	Total	Percentage
Child health	14 632	2 310	45 652	1 991	3 023	200	67 808	30.0
Water supply and sanitation	7 065	2 299	31 492	3 150	1 171	-	45 177	20.0
Child nutrition	2 843	1 774	6 516	1 877	-	60	13 070	5.7
Social welfare services for children	4 897	1 420	12 937	1 170	826	-	21 250	9.4
Formal education	7 714	1 173	29 326	2 730	449	160	41 602	18.4
Non-formal education	2 755	1 684	7 393	236	865	-	12 933	5.7
General <u>b/</u>	5 061	1 980	14 233	1 665	645	755	24 339	10.8
Sub-total programme aid	44 967	12 640	147 549	12 869	6 979	1 175	226 179	100.0
Deficits (over-expenditure)	105	86	7	-	148	78	424	
Total new commitment	45 072	12 726	147 556	12 869	7 127	1 253	226 603	
Savings (cancellations)							(447)	
Net increase in commitment							226 156	

a/ In addition to these commitments, those planned for future fulfilment, resulting from previous Board actions, totalled \$US 783 million.

b/ This amount cannot be broken down into the above categories.

Annex VII

COMMITMENTS AND "NOTINGS" APPROVED BY THE EXECUTIVE BOARD
AT ITS MAY 1982 SESSION, BY COUNTRY

<u>Region/country</u>	<u>Document number E/ICEF/</u>	<u>Period</u>	<u>Approved amount</u>	
			<u>Commitment</u>	<u>"Notings"</u>
(United States dollars)				
<u>Africa</u>				
Burundi	P/L. 2114 (REC)	1983-1985	2 862 366 <u>a/</u>	2 500 000
Cape Verde	P/L. 2115 (REC)	1982-1985	253 242 <u>b/</u>	200 000
Comoros	P/L. 2111 (REC)	1982-1984	189 000	180 000
Ghana	P/L. 2116 (REC)	1983-1985	2 463 000	-
Guinea-Bissau	P/L. 2117 (REC)	1982-1984	232 445 <u>c/</u>	1 200 000
Ivory Coast	P/L. 2118 (REC)	1983-1985	2 006 000	-
Kenya	P/L. 2141 (REC)	1983-1985	-	300 000
Liberia	P/L. 2119 (REC)	1982-1984	1 189 220 <u>d/</u>	-
Mali	P/L. 2120 (REC)	1982-1986	8 812 000	2 200 000
Mauritania	P/L. 2121 (REC)	1982-1986	1 995 000	1 050 000
Sierra Leone	P/L. 2122 (REC)	1982-1985	1 427 000	-
Uganda	P/L. 2141 (REC)	1982-1983	-	2 000 000
United Republic of Tanzania	P/L. 2113 (REC)	1983-1985	13 427 000	-
Zaire	P/L. 2123 (REC)	1982-1985	<u>10 166 000</u>	<u>2 000 000</u>
Total, Africa			45 022 273	11 630 000

a/ Including \$5,366 to cover over-expenditure incurred in previous commitment.

b/ Including \$1,242 to cover over-expenditure incurred in previous commitment.

c/ Including \$39,445 to cover over-expenditure incurred in previous commitment.

d/ Including \$9,220 to cover over-expenditure incurred in previous commitment.

<u>Region/country</u>	<u>Document number E/ICEF/</u>	<u>Period</u>	<u>Approved amount</u>	
			<u>Commitment</u>	<u>"Notings"</u>
(United States dollars)				
<u>Americas</u>				
Brazil	P/L. 2101(REC)	1982-1983	1 260 000	400 000
Colombia	P/L. 2141(REC)	1982	-	95 000
Dominica	P/L. 2103(REC)	1982-1985	94 992 e/	80 000
Guatemala	P/L. 2104(REC)	1983-1986	2 518 000	475 000
Haiti	P/L. 2105(REC)	1982-1986	5 114 000	2 000 000
Paraguay	P/L. 2106(REC)	1982-1984	665 000	500 000
Peru	P/L. 2107(REC)	1982-1985	3 000 000	2 300 000
<u>Subregional:</u>				
Community participation and basic needs in Central America and Panama	P/L. 2109(REC)	1983-1985	-	600 000
<u>Regional:</u>				
Advisory services on behalf of children in Latin America and the Caribbean	P/L. 2108(REC)	1982-1983	-	367 000
Total, Americas			12 651 992	6 817 000

e/ Including \$11,992 to cover over-expenditure incurred in previous commitment.

<u>Region/country</u>	<u>Document number E/ICEF/</u>	<u>Period</u>	<u>Approved amount</u>	
			<u>Commitment</u>	<u>"Notings"</u>
(United States dollars)				
<u>South Central Asia</u>				
Maldives	P/L.2134(REC) and Corr. 1	1982-1987	159 000 <u>f/</u>	2 272 000
Nepal	P/L.2135(REC) and Corr. 1	1982-1986	<u>12 710 000</u>	<u>4 100 000</u>
Total, South Central Asia			12 869 000	6 372 000
<u>East Asia and Pakistan</u>				
Bangladesh	P/L.2124(REC)	1982-1985	50 000 000	50 000 000
Burma	P/L.2125(REC)	1982-1986	27 000 000	18 654 000
China	P/L.2126(REC)	1982-1984	20 163 000	-
Lao People's Democratic Republic	P/L:2127(REC)	1982-1986	4 256 000	3 325 000
Malaysia	P/L.2128(REC)	1983-1984	1 062 000	-
Pakistan	P/L.2141(REC)	1982-1984	-	11 450 000
Papua New Guinea	P/L.2130(REC)	1982-1984	193 000	200 000
Republic of Korea	P/L.2131(REC)	1982-1986	2 716 000	-
Thailand	P/L.2132(REC)	1982-1986	14 740 000	17 976 000
Viet Nam	P/L.2133(REC)	1983-1986	27 142 000	6 000 000
Pacific Islands	P/L.2129(REC) and Add. 1	1982	<u>283 669 <u>g/</u></u>	<u>503 000</u>
Total, East Asia and Pakistan			147 555 669	108 108 000

f/ \$US 41,123 left over from a previous commitment, recommended for cancellation.

g/ Including \$4,126 for Niue Islands and \$2,543 for Samoa to cover over-expenditure incurred in previous commitment.

<u>Region/country</u>	<u>Document number E/ICEF/</u>	<u>Period</u>	<u>Approved amount</u>	
			<u>Commitment</u>	<u>"Notings"</u>
(United States dollars)				
<u>Eastern Mediterranean</u>				
Bahrain	P/L. 2141 (REC)	1982-1983	-	1 500 000
Egypt	P/L. 2137 (REC)	1982-1985	4 972 000 <u>h/</u>	4 800 000
Jordan	P/L. 2138 (REC)	1982-1984	547 000 <u>i/</u>	3 000 000
Oman	P/L. 2141 (REC)	1982-1983	-	1 750 000
Syrian Arab Republic	P/L. 2139 (REC)	1982-1984	<u>1 460 000</u>	<u>3 000 000</u>
Total, Eastern Mediterranean			6 979 000	14 050 000
<u>Europe</u>				
Turkey	P/L. 2140 (REC)	1983-1984	460 000 <u>j/</u>	

The following sums, left over from a previous commitment, are being recommended for cancellation:

h/ \$US 136,817.

i/ \$US 12,516.

j/ \$US 26,906.

<u>Region/country</u>	<u>Document number E/ICEF/</u>	<u>Period</u>	<u>Approved amount</u>	
			<u>Commitment</u>	<u>"Notings"</u>
(United States dollars)				
<u>Interregional</u>				
Maurice Pate Memorial Award	P/L. 2143(REC)	1982-1983	15 000	-
International Children's Centre (ICC), Paris	P/L. 2142(REC)	1983-1985	700 000	-
Supplementary funds for support for primary health care	P/L. 2144(REC)	1982-1983	-	5 000 000
Provision for essential drugs for primary health care in African countries	P/L. 2145(REC)	1982-1983	-	15 000 000
WHO/UNICEF programme of action for the improvement of nutrition	P/L. 2146(REC)	1982-1986	-	85 300 000
Commitment to cover over- expenditure	P/L. 2100(REC)		350 034	-
Total, Interregional			1 065 034	105 300 000
TOTALS:			226 602 968	252 277 000
Savings (cancellation)	P/L. 2100(REC)		(446 961) k/	
Net increase in commitment			226 156 007	

k/ Of which \$217,362 was included in country programme profiles and \$229,599 in the paper on savings and over-expenditure (E/ICEF/P/L.2100(REC)).

UNICEF EXPENDITURE BY MAIN CATEGORY OF PROGRAMME
(including funds-in-trust)

	Annual averages			Annual expenditures				
	1965-1969	1970-1974	1975-1979	1977	1978	1979	1980	1981
	(thousands of United States dollars)							
Child health	18 767	27 582	66 444	58 839	74 725	111 356	108 408	94 782
Basic child health	(16 523)	(18 513)	(36 791)	(35 946)	(43 257)	(54 403)	(56 442)	(47 924)
Water supply/sanitation	(2 230)	(6 770)	(24 919)	(17 903)	(26 522)	(53 148)	(50 569)	(45 653)
Family planning	(14)	(2 299)	(4 734)	(4 990)	(4 946)	(3 805)	(1 397)	(1 205)
Child nutrition	4 411	5 569	11 802	8 846	11 631	14 374	18 705	14 070
Social welfare services for children	1 322	2 288	7 587	6 986	9 867	12 430	13 812	17 613
Formal education	5 350	12 637	21 496	19 567	24 684	26 828	25 951	23 819
Non-formal education	360	1 088	4 473	3 692	4 998	7 378	9 464	8 501
Emergency relief <u>a/</u>	1 359	2 762	5 773	704	5 051	21 110 <u>c/</u>	58 274 <u>c/</u>	37 944 <u>c/</u>
General <u>b/</u>	961	2 926	9 450	7 388	11 166	15 893	18 101	21 523
Programme support services	5 354	9 194	22 437	21 895	25 442	30 355	38 405	45 200
Total assistance	37 884	64 046	149 462	127 917	167 564	239 724	290 120	263 452
Administrative services	3 047	5 518	13 875	13 770	15 905	18 728	23 267	28 994
IYC operational costs	-	-	-	-	-	945	642	-
GRAND TOTAL	40 931	69 564	163 337	141 687	183 469	259 397	314 029	292 446

(percentage breakdown of programme expenditure)

Child health	57	50	52	56	52	53	43	44
Basic child health	(50)	(34)	(29)	(34)	(30)	(26)	(22)	(22)
Water supply/sanitation	(7)	(12)	(19)	(17)	(19)	(25)	(20)	(21)
Family planning	(0)	(4)	(4)	(5)	(3)	(2)	(1)	(1)
Child nutrition	14	10	9	8	8	7	8	6
Social welfare services for children	4	4	6	7	7	6	6	8
Formal education	17	23	17	18	17	13	10	11
Non-formal education	1	2	4	3	4	3	3	4
Emergency relief <u>a/</u>	4	5	5	1	4	10	23	17
General <u>b/</u>	3	6	7	7	8	8	7	10
TOTAL PROJECT EXPENDITURES	100	100	100	100	100	100	100	100

a/ Not including assistance for rehabilitation of facilities damaged or destroyed in emergency situations which is distributed into appropriate sections of assistance. Emergency relief and rehabilitation would be \$49,780,000 in 1981; \$69,291,658 in 1980; \$38,327,200 in 1979; \$20,063,000 in 1978; and \$15,777,000 in 1977.

b/ This assistance cannot be broken down into the above categories.

c/ Including \$18,401,347 for Kampuchean relief in 1979; \$49,042,429 in 1980; and \$28,340,940 in 1981.