

UNITED NATIONS CHILDREN'S FUND

REPORT OF THE EXECUTIVE BOARD

(21 May - 1 June 1979)

ECONOMIC AND SOCIAL COUNCIL

OFFICIAL RECORDS, 1979

SUPPLEMENT No. 11



UNITED NATIONS

New York,

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/1979/41
E/ICEF/661

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ABBREVIATIONS

ACC	Administrative Committee on Co-ordination
ECLA	Economic Commission for Latin America
EEC	European Economic Community
GCO	Greeting Card Operation
IYC	International Year of the Child
JCHP	UNICEF/WHO Joint Committee on Health Policy
NGOs	Non-governmental organizations
UNDP	United Nations Development Programme
UNDRO	Office of the United Nations Disaster Relief Co-ordinator
UNFPA	United Nations Fund for Population Activities
UNIPAC	UNICEF Packing and Assembly Centre (Copenhagen)
WHO	World Health Organization

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I. ORGANIZATION OF THE SESSION

1. The Executive Board held its 516th to 530th meetings in the Conference Area of the Ministry of Foreign Affairs of the Mexican Government, Mexico City, from 21 to 27 May and 31 May to 1 June 1979. The Programme Committee, sitting as a committee of the whole, held its 407th to 411th meetings from 28 to 31 May. The Committee on Administration and Finance met on 28 and 29 May. The session ended on 1 June. 1/ Preceding the Board session, from 16 to 18 May, there was a Special Meeting on Children in Latin America and the Caribbean, with particular reference to their situation and development in rural and urban marginal areas.

2. The Chairman of the Board was Mrs. Sadako Ogata (Japan), the Chairman of the Programme Committee was Mr. Marcos C. Candau (Brazil), and the Chairman of the Committee on Administration and Finance was Mr. Paal Bog (Norway). The agenda of the Board, as adopted, is contained in document E/ICEF/657/Rev.2.

3. A list of documents issued in connexion with the session is contained in document E/ICEF/INF/41.

Opening ceremony

4. An opening ceremony for both the Board session and the Special Meeting was held on 16 May. Statements were made by the Chairman of the Board, the Executive Director, and the First Lady of Mexico and President of the National System for the Integrated Development of the Family, Mrs. Carmen Romano de López Portillo. An inaugural declaration was made by His Excellency, Mr. José de López Portillo, President of Mexico. 2/

5. The Chairman of the Board read a message of greetings from the Secretary-General of the United Nations. She pointed out that the meetings had a special importance since they occurred at the mid-point of the International Year of the Child (IYC) and at a crucial time in the preparations for a new international development strategy. The strategy could and should encompass the needs of the coming generation; reciprocally, what was done for children would ultimately determine the success of any global development strategy.

1/ The Executive Board, with its composition as of 1 August 1979, held its 531st meeting on 12 June at United Nations Headquarters for the purpose of electing officers and committees for the period 1 August 1979 to 31 July 1980. The report of that meeting is contained in document E/ICEF/662.

2/ These statements are reproduced in document E/ICEF/659.

6. The Executive Director, stating UNICEF's conviction that enlightened social policies benefiting children were a prerequisite for sustained economic and social progress, described how UNICEF co-operated with developing countries in carrying out these policies. He hoped that activities initiated in observance of IYC would have a significant impact beyond 1979, extending interrelated services for children. If Governments and the international community had the will, he was firmly convinced that the provision of at least elementary services for all children by the end of the century could become a reality.

7. Mrs. López Portillo stated that development in whatever form had no validity unless it took into account social inequalities as well as regional imbalances within countries. Growth that was not shared was meaningless; the basic formula for development must be to grow in order to share, and to share in order to keep growing. A decisive factor was planning of government programmes within an order of priorities. It was imperative also that the cultural level of the population be raised. The integral development of the individual would be equitably realized if there was a system which provided guarantees of both security and opportunity.

Expression of appreciation to the Government of Mexico

8. The Executive Board expressed its deep appreciation to the Government of Mexico for making it possible to hold the Board session and Special Meeting in Mexico City. The Board was also indebted to the First Lady of Mexico for addressing the inaugural meeting, to the Government of Mexico for its generous hospitality, and to the many government officials and others, whose kind and thoughtful efforts had helped to make the meetings such a success. The Board was especially appreciative of the opportunity provided to participants at the meetings for field observation of programmes in Mexico related to the interests of UNICEF.

Special Meeting on Children in Latin America and the Caribbean

9. At the Special Meeting, held under the auspices of the Board (see para. 1 above), participants included, in addition to Board delegates, representatives of countries which were members and associate members of the Economic Commission for Latin America (ECLA). The meeting focused on: experience gained through activities and projects aimed at alleviating the impact of poor urban environments on the lives of children; innovative approaches in development efforts having direct or indirect benefit to children in rural areas; and activities directed to benefiting the young child. A paper on the situation of children in the region served as basic background material, together with a statistical compendium prepared by ECLA and seven case studies or reports.

10. The meeting adopted a Declaration on Attention to Children in Latin America and the Caribbean (Declaration of Mexico) in which the Governments of the region warned that the high rates of child mortality, morbidity and malnutrition, coupled with low levels of school attendance and inadequate housing, led to "meagre possibilities for full development of the child's potentials". The Governments of the region pledged themselves to a "dynamic exchange" of their experiences in child care activities, with meetings to be held every five years. They emphasized that the establishment of the new international economic order must include policies geared towards protecting and developing the human resources of the younger generations. They reaffirmed that IYC must not become "an isolated event" but the basis for new and more profound action directed to immediate advances in the attention paid to all children. In this endeavour, Governments and communities must be linked, with support when requested from international organizations. 3/

3/ A report on the Special Meeting was circulated during the course of the Board session under the dual symbol E/ICEF/660 and E/ICEF/LATAM/99-12. It lists the documentation prepared for the Meeting. The Declaration of Mexico included in the report is given in annex I to this report.

II. SUMMARY OF PROCEEDINGS

11. The Board approved commitments totalling \$251 million. Of this, \$226 million was for programmes in approximately half of the 108 developing countries with which UNICEF co-operates, and for programme support services. It agreed to a revenue target for 1980 of \$250 million.

12. The Board reviewed the progress of IYC and decided to discuss at its 1980 session possible extensions of the scope of UNICEF's co-operation with countries as a follow-up of IYC. It approved the first medium-term work plan (as distinct from a financial plan) for the period 1978-1982, which it hoped would help achieve firmer, longer-term planning of UNICEF's work, lead to more long-term country programming and encourage contributions on a longer-term basis. Rather than attempting to develop global targets of its own, the Board agreed that UNICEF should help countries to adapt and apply relevant global targets adopted by international conferences or assemblies of the United Nations system. UNICEF should also contribute appropriately to the formulation of targets by the United Nations system; this would apply in the immediate future to the new international development strategy.

13. The Board considered a report by Inspector Maurice Bertrand of the Joint Inspection Unit on problems of programming and budget. It agreed that it would be desirable to build up a firmer basis of knowledge about the situations of children in different countries, to improve interpretation of such information in programming and to strengthen monitoring and evaluation of programmes assisted by UNICEF. It also approved in principle the adoption of biennial budgets and welcomed the offer of Inspector Bertrand to help UNICEF develop a new budget format and develop performance measurements. It reviewed UNICEF's plans for increasing its administrative management and staff capacity to handle the increasing volume of assistance and qualitative changes in workload. The Board approved administrative and programme support budgets for the UNICEF secretariat and the secretariat of IYC.

14. The Board approved a series of recommendations by the UNICEF/WHO Joint Committee on Health Policy (JCHP). A number of specific ways were set forth for more support by UNICEF for primary health care, drinking water in rural and certain urban areas, environmental sanitation, expanded programmes on immunization, provision of essential drugs and control of diarrhoeal diseases. The Board also agreed that UNICEF could support community-oriented approaches, using primary health care and other existing services, to safeguard and promote child mental health. The strengthening of collaboration between UNICEF and other agencies of the United Nations system and bilateral sources of aid was stressed, and it was felt important for UNICEF to take initiatives toward this end. The Board also addressed itself to a number of other programme issues and trends, including, in the Programme Committee, programme performance and aid in emergency situations.

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Conclusions by the Board

15. In connexion with a number of its agenda items the Board adopted statements of conclusions, which in some cases also summarized the main views expressed in the debate. These statements can be found in the present report as follows:

Medium-term work plan

General: para. 35

Financial plan: para. 203

Advisability of UNICEF setting

substantive global targets: para. 45

Problems of programming: para. 53

Problems of budget: para. 58

International Year of the Child: para. 74

Report of UNICEF/WHO Joint Committee on Health Policy:

Primary health care; training in MCH; expanded programme on immunization; essential drugs: para. 119

Water supply and sanitation: para. 124

Child mental health: para. 148

16. The report of the Committee on Administration and Finance (E/ICEF/AB/L.204/Rev.1) contains the full text of a number of draft budget resolutions which were later adopted by the Board: administrative and programme support budget estimates (*ibid.*, paras. 49 and 79); UNICEF Packing and Assembly Centre (*ibid.*, para. 87); Greeting Card Operation (*ibid.*, para. 98) and IYC secretariat (*ibid.*, para. 108). Board approval of these estimates is referred to below in this report (para. 216). A Board resolution establishing a pension provision for the Executive Director on retirement is given in paragraph 220 below.

Retirement of Executive Director and appointment of successor

17. During the session delegates warmly praised the Executive Director, Mr. Henry R. Labouisse, for his far-sighted and skilled leadership of UNICEF during the course of the 14 years of his tenure. They expressed their deep appreciation to Mr. Labouisse, who would be retiring at the end of 1979, for his extraordinary contribution to the work of the organization and to the high reputation it had earned throughout the world. They also welcomed the appointment of his successor, Mr. James P. Grant.

III. MAIN GENERAL ISSUES

Opening statement by the Executive Director

18. In view of his retirement at the end of the year, the Executive Director in his opening statement shared with the Board some of his thoughts about the evolution of UNICEF's co-operation with developing countries and some ideas about the future. These are set forth below (paras. 19-27).

A perspective on UNICEF's co-operation

19. At the time the Executive Director came to UNICEF in 1965, it was no longer solely a humanitarian agency, important as that aspect was; it had come to see its co-operation with developing countries as a contribution to their development. This view continued to predominate during the 14 following years as conditions changed in the world, as UNICEF learned from experience and as the possibilities of new activities opened up and new approaches became desirable and possible.

20. In the 1960s, UNICEF began to move away from the "sectoral" approach, and to work more and more with Governments to determine what were the greatest needs of their children and the priorities in each country. This came to be called the "country approach". The intention was to tailor programmes of co-operation to the needs of a particular area. It was then that the idea that policies and programmes affecting children should be taken into account in the national development effort acquired more and more strength and acceptance.

21. A logical follow-up of the "country approach", and of the pressure for taking account of children in national development plans, was to help countries to co-ordinate, for maximum impact, their various services for children. Experience constantly demonstrated the interrelation of the different factors affecting the condition of the young. This interrelationship required the involvement of a number of government ministries and of responsible authorities at various levels, including the concerned communities.

22. All through the 1970s there was a growing awareness, in both developing and industrialized countries, of the importance of the social aspects of development, particularly regarding programmes benefiting children. During the same period, the devastating and pervasive effect of poverty on the situation of the very young came to be better understood. It became evident to UNICEF that its work should focus more and more on programmes in the low-income countries and on deprived areas within countries.

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23. A number of developing countries had been experimenting with basic or community-based services, and as a result of decisions taken by the Board and endorsed by the General Assembly in the 1970s, this concept had become the main feature both of UNICEF's advocacy role and of its co-operation in programmes. The concept essentially called for the active participation of the inhabitants of each community in the local planning, control and support of basic services related to the problems they were facing, particularly in the fields of primary health care, nutrition, clean water, the care of young children, responsible parenthood, basic education and the advancement of women. Local, district and national authorities needed, of course, to give their support and guidance.

24. The increased efforts of the developing countries to make services for children part of their general development plans were bringing about many changes in UNICEF's work. One of them was the greater involvement of field officers in working with Governments in the planning and design of programmes. The Executive Director felt it to be a tribute to UNICEF staff that a growing number of Governments should now want them to work directly with subnational authorities, at the regional or district level. This has added a new dimension to UNICEF's task with more work at different echelons, requiring more staff, with increasingly diversified qualifications (see also para. 208).

25. The Executive Director also referred to the continuing importance of UNICEF's work in emergencies caused by natural or man-made disasters, including UNICEF's capacity for rapid procurement and the movement of a wide range of supplies. It tried, whenever possible, to concentrate on rehabilitation following disasters (see also paras. 173-177 below).

Thoughts about UNICEF's future

26. The Executive Director expressed the following thoughts about UNICEF's future:

(a) Barring unforeseen world events or radical transformations within the United Nations system, UNICEF should continue to pursue its task along the general lines already set by the Board;

(b) It was essential that UNICEF should continue to retain its flexibility and responsiveness in the conduct of its work and its co-operation with developing countries;

(c) UNICEF should keep its distinct identity and relative autonomy, the latter helping to make its flexibility possible;

(d) UNICEF should continue to remain non-political, both in its general policies and in its day-to-day operations;

(e) As the developing countries increased their productive capacities, the nature of UNICEF co-operation was changing; requests for assistance in the design and implementation of services would probably grow at a faster pace than the need for supplies and equipment. This might require certain changes, and possibly increases, in staff.

27. On the matter of UNICEF finances, the Executive Director expressed the following views:

(a) UNICEF must respond appropriately to the greater aspirations, resulting from IYC, which developing countries had for their children. In 1978, the Executive Director had suggested, as a target figure, an annual revenue of some \$500 million by the mid 1980s. More than ever, he considered this a reasonable projection of growth, particularly in view of the current rate of inflation (see paras. 193 and 195);

(b) The financing of UNICEF's programmes of assistance should be more equitably shared by donor countries (see paras. 193 and 199);

(c) UNICEF should take advantage of increasing opportunities to seek effective co-operation with bilateral sources of aid for the implementation of larger programmes than UNICEF can fund (see paras. 87-91 and 196-197);

(d) More attention should be paid to stimulating contributions from the private sector (see para. 194).

Medium-term work plan

The plan document

28. The Board had before it a medium-term work plan (E/ICEF/L.1392) - a first attempt to prepare a programmatic plan as distinct from the financial plans which had been in use for some years. The five-year cycle of the work plan consisted of the preceding year, 1978, to allow for a review of past operations, the current year, 1979, and three future years, 1980-1982. Reflecting the character of UNICEF as a funding agency whose work depended in the final analysis upon decisions made by Governments about programmes with which UNICEF could co-operate, it provided, in the view of the Executive Director, "a framework of projections". Its purpose was to serve the Board in carrying out its responsibilities for overseeing the financing of UNICEF; for setting policies of co-operation in programmes; for the review of operations and administration; and for approving new commitments. It was also intended to serve the UNICEF secretariat as an operational tool in planning over-all activities. In addition, the plan was expected to be helpful to donors. The plan document was relatively short but referred to other documentation before the Board that presented the basis for necessary decisions.

29. One section of the plan described the context in which the plan had been prepared: the situation of children and the information base needed for analysis of possibilities for action (*ibid.*, paras. 13-19); the objectives of UNICEF (*ibid.*, paras. 20-22); the main constraints within different countries and within UNICEF in planning and carrying out programmes (*ibid.*, paras. 23-25); the main strategies in which UNICEF co-operated to reach its objectives (*ibid.*, para. 26); the forms of UNICEF co-operation (*ibid.*, para. 27); and the monitoring of programme implementation (*ibid.*, paras. 28-31). A more detailed account of many of these matters was available to Board members in a document entitled "An overview of UNICEF policies, organization and working methods" (E/ICEF/CRP/79-2). Board discussion of a number of these points is referred to elsewhere in this report.

30. Another section of the medium-term plan incorporated the financial plan and described the main lines of action projected for 1979-1982 in financial terms. This is discussed elsewhere (section on the financial situation and financial plan in chapter V. See also expected distribution of resources (call-forwards) by programme field, para. 79).

31. A final section dealt with planning for UNICEF's capacity - personnel, recruitment, and personnel training. This served as a background for the consideration of budget estimates by the Committee on Administration and Finance. Board discussion of these points is referred to elsewhere (section on administrative management and staffing questions in chapter V).

Board discussion

32. The Board recognized that the proposed medium-term work plan differed from the medium-term plan used by some other organizations in the United Nations because it could not be based on firm commitments of contributions, and because its programme commitments did not depend on UNICEF alone but were linked with the decisions and planning periods of the countries in which it co-operated in programmes. A number of delegations considered the framework of projections as a sufficient basis for planning UNICEF's work. On the contributions side, some of these delegations explained that their Governments were not in a position to make multi-year pledges. A number of delegations, on the other hand, considered that UNICEF should strive to achieve a real plan. In particular, they considered it necessary, in order to achieve firmer work planning, to have a better insight into future government contributions. (See para. 183 for a discussion of revenue projections in the plan.)

33. Whether the plan should continue to be a "rolling" plan, as decided at the 1978 session, was also discussed. Inspector Bertrand of the Joint Inspection Unit in his report (see paras. 46-58) had suggested a "fixed horizon" rather than a "rolling" plan because it was "not advisable to have the planning operation recur at unduly short intervals if it is to be done seriously" (E/ICEF/L.1403, para. 26). Several delegations supported this view, and considered that it would be better for UNICEF to conform to the United Nations practice of a fixed-term plan. The Executive Director considered that the financial plan, at any rate, would have to be rolling, because of the lack of firm information about revenue several years ahead. Inspector Bertrand agreed in the Board discussion that a rolling basis was acceptable for the present type of plan; he believed that a fixed horizon would perhaps be more appropriate after the plan was developed further. Delegations pointed out that with UNICEF's country approach a "rolling" plan which offered the possibility of adjustments seemed a more appropriate choice. The majority of delegations did not wish at present to have the rolling basis changed.

34. A number of delegations expressed appreciation of the efforts which the Executive Director and his collaborators had devoted to preparing the plan, as well as satisfaction with the results achieved in the first year of the new exercise. They believed that the plan represented a substantial step forward toward the development of a comprehensive view of UNICEF's policies, capacity, workload, etc. It also made comparisons between past performance and future planning easier. As recognized in the plan document, an improved information base was one of the prerequisites for better planning. The hope was expressed that it would be possible gradually to link medium-term substantive goals to the long-term global targets set by agencies in the United Nations system and supported by the countries concerned (see paras. 41-42). The suggestion was made that the plan include a discussion not only of constraints, but also of opportunities for UNICEF to act. Several delegations in supporting the approach of the plan wished to have recorded their strongly held views that the rate of increase in administrative costs should be reduced.

Board conclusion on medium-term work plan

35. The Board decision on the financial plan incorporated in the medium-term work plan is set forth in paragraph 203. In addition the Board adopted the following conclusion on the medium-term plan:

(a) The Board welcomed the first medium-term work plan and discussed it as presented in the Committee on Administration and Finance. It hoped that it would be useful for achieving a firmer, longer-term planning of UNICEF's work as well as encouraging contributions also on a longer-term basis, and that it will lead to more longer-term programming in countries, without weakening the flexibility and responsiveness of UNICEF co-operation in programmes.

(b) The Board asked that the plan document should be kept short. So far as possible the section on programmes should be made more specific, and more specifically related to the sections dealing with the financial plan, budgets and personnel.

Advisability of UNICEF setting substantive global targets

Report of the Executive Director

36. In response to a request by the Board at its 1978 session, the Executive Director prepared a report on the advisability of UNICEF setting substantive global targets (E/ICEF/L.1391). It pointed out that global targets of varying degrees of specificity had been set by intergovernmental conferences in many fields affecting children: health, clean water and sanitation, nutrition, and reduction of infant mortality. Like the World Bank and UNDP, UNICEF had not itself fixed any substantive global targets. UNICEF's concern was specifically with promoting the well-being of children rather than with any particular socio-economic sector.

37. The UNICEF role should be to help countries adapt global targets to their own situation; prepare their own national and zonal targets; strengthen their capacity to reach them through support for the development of services through successive stages of coverage and through facilitating the co-operation of other funding sources; and co-operate in setting up the means to collect relevant data and review progress in attaining the targets.

38. Especially lending themselves to this form of co-operation were two important areas considered by the Board in connexion with the JCHP report, namely the extension of primary health care in relation to the global target of access for all to health services by the year 2000 (paras. 114-119), and the extension of drinking water supply and sanitation services to all, in relation to the target set by the United Nations Conference on Water, held at Mar del Plata (paras. 120-124). Nutrition targets, in so far as health services were concerned, should be considered in the context of primary health care. There were also other aspects of nutrition (related to family food production, village technologies for the processing and conservation of food-stuffs, information services for women provided through women's organizations, etc.), which could be made the subject of operational targets. Operational targets for education might include the introduction of teaching concepts relating to food and nutrition. UNICEF's policies of co-operation in the field of education were to be considered at the 1980 Board session.

Board discussion

39. In the Board discussion there was general, but not complete, agreement with the Executive Director's view that UNICEF should not try to set its own global targets, but should strive to help countries attain the targets they felt able to reach. UNICEF's role as an adviser and catalyst with countries in the attainment of global targets was generally welcomed, particularly as proposed by the Executive Director for those established at the Alma-Ata and Mar del Plata Conferences. Attention was called to the positive effect of targets on fund-raising efforts in countries where donations by the general public were significant.

40. While willing to support the Executive Director's recommendations, some delegations expressed additional emphases or shades of reservation about his position. The following points were made. A decision on the issue should not be taken hastily. If UNICEF did not set its own targets, it might run the risk of losing its identity. UNICEF needed global targets to guide its work and give it a longer-term perspective. UNICEF should examine the possibilities of establishing operational valid balances between national and global approaches. If UNICEF did not set its own targets, it should adapt them from elsewhere in the United Nations system, in which case it should evaluate progress in achieving them from the viewpoint of children's well-being. UNICEF should be guided in pursuing targets by the various documents, resolutions and declarations which defined the over-all policy of the United Nations, such as the International Covenants on Human Rights, the Declaration on Social Progress and Development, and the Declaration of the Rights of the Child (see also para. 72).

41. There was general agreement in the Board that global social and economic targets and principles adopted by the United Nations that were relevant to children, were also relevant for UNICEF's work when adopted at the country level. The need was recognized for UNICEF to be better informed in respect of activities by other organizations that were working on global targets and it was felt that UNICEF should participate more actively in influencing, where appropriate, targets relevant to children.

42. The Board noted that UNICEF was participating in the Administrative Committee on Co-ordination (ACC) task force on long-term development objectives as well as other preparatory work for a new international development strategy. It was pointed out that UNICEF's long experience in policy and programme formulation relating to children would be useful in the preparation of new development strategies. It was felt that UNICEF should participate actively in the preparation of such strategies to ensure that relevant qualitative global targets were related to meeting the needs of children (see also paras. 70 and 74(k) and (l)).

43. In their support of the Executive Director's recommendations delegations made the following points. The long-standing UNICEF policy of co-operating with Governments in programmes which they considered essential had given good results, and there was no need to change it. UNICEF should not jeopardize its flexible programming. No single sectoral target was applicable to the broader objectives of UNICEF and it would be difficult to quantify some of the operational objectives encouraged by UNICEF. A proliferation of separate and overlapping global targets would make UNICEF's task more difficult.

44. It was suggested that while a distinction should be made between global targets and targets which were nationally determined, UNICEF needed to develop further its capacity to advise Governments on both types and also to help improve the capacities of countries to measure progress being achieved toward them. The hope was expressed that the possibilities would gradually increase for UNICEF to aggregate substantive national targets in terms of input and impact; this would improve the information provided to the Board and facilitate fund raising.

Board conclusion

45. The Board adopted the following conclusion with regard to the advisability of setting global targets:

(a) The Board was in general agreement that UNICEF, rather than attempting to develop global targets of its own, should work with targets of the United Nations system that bear on the well-being of children.

(b) UNICEF should make appropriate inputs to the formulation of such targets in the future, to help ensure that consideration is given to the situation and needs of children.

(c) In the immediate future this applies particularly to the new international development strategy. The Board noted that the Preparatory Committee has invited the Executive Director to present the views of UNICEF. The Board hoped that its member countries could contribute to the discussion of aspects bearing on the well-being of children in this intergovernmental body. The UNICEF secretariat will continue to offer its participation.

(d) UNICEF should be ready to help countries adapt and apply relevant global targets, within the framework of its co-operation with countries. The importance of national targets was stressed, and it was understood that UNICEF should assist countries in formulating national targets, when so requested by the country concerned.

(e) The direction of UNICEF's own co-operation with countries to improve the situation of their children is given in its policies, and medium-term work plan.

Problems of programming and budget: report by Inspector Bertrand

46. The Board had before it a report by Inspector Maurice Bertrand, of the Joint Inspection Unit, on programming and budget problems in UNICEF (E/ICEF/L.1403). This report was prepared at the request of the Executive Board made at its 1978 session in which it sought advice from the Joint Inspection Unit with regard to the preparation of administrative services and programme support budgets. The report, which was conceived of as only the first part of a study, dealt primarily with the formulation and presentation of UNICEF's programme and, closely linked to it, UNICEF's budgets. 4/

47. The Executive Director expressed his appreciation to Inspector Bertrand for the incisive way he had defined significant issues concerning UNICEF's effectiveness and future development and for the very positive comments he had felt able to make about various aspects of UNICEF's work (E/ICEF/CRP/79-16). This view was shared by the Board, which welcomed Inspector Bertrand's offer to continue his work for UNICEF for another year.

Problems of programming

48. Inspector Bertrand commended UNICEF for the high quality of its programming methods; UNICEF, so far as he knew, was "certainly the agency making the most serious programming efforts" in the United Nations system. On the other hand, he believed that a satisfactory way had not yet been found to present in summary form all existing data on the programmes that it was essential for the Board to have in order to determine policy. While reforms in the right direction had been made for the present session, the very difficult problem of a summary presentation of the programme had not been solved.

4/ For a reference to Inspector Bertrand's views on the medium-term plan, see para. 33.

49. The quality of programmes would be improved if the countries and UNICEF could obtain a better knowledge of the situation of children. Data were particularly needed for the poorest segments of the population, and for provinces or homogeneous or development areas within countries. Exploratory work needed to be undertaken on typologies of children's situations and programmes, as well as on social indicators bearing particularly on children's well-being.

50. The United Nations programme for helping selected countries to build up their capability for household surveys provided one means for gathering basic data on the situation of children. UNICEF was collaborating in this programme, but it was extended to relatively few countries. Additional means needed to be developed in close co-ordination with the United Nations Statistical Office. Guidelines should be set for the level of information needed, the methods to be used, time-tables of surveys, etc. A mapping programme would help make the data more easily understood and serve to check their accuracy. A programme to develop evaluation methods should be instituted (see para. 106).

Views of the Executive Director

51. The Executive Director agreed with Inspector Bertrand on the priority to be given to the improvement of programming. Along with that, and as its consequence, he believed there could be an improvement in the presentation of programmes. While supporting generally the direction of Inspector Bertrand's recommendations, he feared that the proposed applications of the recommendations were too ambitious and the time-table too short. The Executive Director agreed with Inspector Bertrand that UNICEF should do more to promote base-line studies, improve their quality and improve UNICEF participation in their interpretation. He also agreed that it would be useful to use maps more widely in support of programme preparation.

Board discussion

52. In the Board discussion a number of delegations endorsed Inspector Bertrand's suggestions for improvements in information and programming methods. At the same time, the view was expressed that it was important to keep in mind the special character of UNICEF; moreover, proposals needed to be weighed in the light of staff workload and their operational value to UNICEF. Some delegations felt that UNICEF should not itself engage in the development of the necessary statistical base but seek to have it carried out by other organizations in the United Nations system. Several delegations believed that sustained improvements could be made with a minimum of additional expenditure.

Board conclusions

53. The Board adopted the following conclusions with regard to problems of programming:

- (a) The Board expressed great appreciation for the report of Inspector Bertrand, and welcomed the prospect of a second report from him for the 1980 session;

(b) The Board took note of Inspector Bertrand's view that, to his knowledge, UNICEF's programming work was the most thorough among the organizations of the United Nations system and welcomed proposals for steps that could be taken to produce a simpler, more comprehensive, and more analytical presentation of UNICEF co-operation in programmes;

(c) It was agreed that it would be desirable for the countries where UNICEF is co-operating in programmes, and for UNICEF itself, to build up a firmer basis of knowledge about the different situations of children with which it could be concerned; to improve the interpretation of such information in programming; and to strengthen monitoring and evaluation of programmes assisted by UNICEF. This would be done in co-operation with the countries concerned, and, in respect to gathering statistical data, in continuing co-operation with the United Nations Statistical Office. The Board noted that exploratory work would be undertaken concerning typologies of the situation of children and of programmes, and concerning social indicators with a special bearing on children's well-being.

Problems of budget

54. One main part of Inspector Bertrand's report dealt with the formulation and presentation of budgets. It recommended the adoption of a biennial budget cycle, to replace the present annual cycle. This would bring UNICEF's procedures into line with those of the major agencies in the United Nations system and ease the workload of both the Board and the secretariat. The report also recommended a system of presentation by function in order to provide a more comprehensive and orderly picture of all UNICEF activities and to lead to a better understanding of the relationships among functions, as well as the development of performance measurements of various functions in order to provide a better system of estimating and monitoring personnel requirements. At the 1980 Board session, a format for a biennial budget could be submitted and a decision then taken on the presentation of a biennial budget to the 1981 session for the years 1982-1983.

55. One of the Board's tasks was to assess the quality of the way UNICEF was managed. In Inspector Bertrand's opinion, the indicators currently available could lead to error; in particular the distinction between administrative costs and programme support costs seemed arbitrary. Most programme support costs were, in fact, actual costs of implementing the programmes themselves, and Inspector Bertrand, therefore, recommended that more accurate measurements should be sought of staff requirements for different functions.

56. The Executive Director welcomed Inspector Bertrand's suggestion for a two-year budget cycle with a procedure for annual revisions, and for the presentation of the budget according to functions. The secretariat would be glad to work with Inspector Bertrand in developing criteria for monitoring personnel requirements not tied solely to the volume of assistance.

57. Both in the Board and in the Committee on Administration and Finance, where Inspector Bertrand's proposals were more fully discussed (E/ICEF/AB/L.204/Rev. 1, paras. 11-16), there was general support for his approach toward budget problems and the adoption of a biennial budget.

Board conclusions

58. The Board:

(a) Approved in principle the adoption by UNICEF of a biennial budget for administrative services and programme support and related services starting with the 1982-1983 biennium, with the understanding that there would be a procedure for annual adjustments for expenditure and, as necessary, staffing estimates. Since the GCO budget estimates are based on a fiscal year starting 1 May, they may require special consideration;

(b) Welcomed the suggestion of Inspector Bertrand of the Joint Inspection Unit to assist UNICEF to develop a new budget format which would:

(i) include a unified summary of all components of budgetary information, so as to provide a more comprehensive and orderly picture of all UNICEF activities during a budget period and thus lead to a better understanding of the relationships that exist between these activities, and

(ii) to this end, show budget expenditure estimates organized by main types of function;

(c) Accepted the recommendation that, with the assistance of Inspector Bertrand and in order to facilitate performance measurement of all functions, research be carried out, (i) to develop more precise indicators that could be linked to the various functions and categories of programme activity and (ii) to develop methodologies for monitoring and evaluation;

(d) Accepted with appreciation the offer of Inspector Bertrand to provide, as part of a second report to the 1980 session of the Board, more specific proposals regarding the formulation and presentation of the budget, including an outline of a format for a biennial budget.

International Year of the Child

Report of the Executive Director

59. The Executive Director's progress report on the International Year of the Child (E/ICEF/L.1384 and Corr.1), prepared when IYC was barely two months under way, had pointed to the widespread interest already generated, in both industrialized and developing countries, in the objectives of IYC and the problems facing children. Over 135 National Commissions for IYC had been created, and were engaged in a review of the situation of their children and of national policies and programmes affecting them, in the preparation of measures that the country might undertake in the next five to 10 years to improve the situation of children, and in numerous advocacy and fund-raising activities.

60. IYC was not only stimulating both developed and developing countries to focus on the needs of their own children, in some industrialized countries it was also resulting in a greater awareness of the situation of children in developing countries, and in a number of instances funds were being raised for them.

61. Non-governmental organizations, both national and international, were playing a major role in IYC. The Committee of Non-Governmental Organizations for IYC now comprised 130 members, with 12 working groups or subgroups dealing with specific child-related subjects. ^{5/} The growing participation of bodies not normally associated with United Nations programmes or even with children was particularly encouraging.

62. By mid 1979 the Special Representative for IYC had made 55 visits to developing and developed countries, and her work had been an important contribution to IYC. The IYC secretariat, in both New York and Geneva, had also been very active. It was co-operating closely with other members of the United Nations system, in particular in preparing about 30 discussion papers on major issues concerning children. It had also issued information on IYC activities around the world.

63. There appeared to be an interest on the part of a number of countries at all levels of development for greater UNICEF assistance related to legislation and services concerned with the intellectual, psychological and social development of children; with the protection of children against neglect, cruelty and exploitation; and with special attention to particular disadvantaged groups.

64. To meet this interest, as part of follow-up activities after IYC, the Executive Director proposed that the Board at its 1980 session consider the question of extending the scope of its co-operation in country programmes to meet this interest. In addition to the present forms of advisory and consultant services which it provides directly or helps finance, the Executive Director suggested that UNICEF co-operation might include the following:

- facilitating the exchange of experience among developing countries and between developing and developed countries on policies and programmes benefiting children;
- developing a service for the referral of enquiries and exchange of information on matters relating to children's well-being;

^{5/} The Board had before it a report on the work of the Committee of Non-Governmental Organizations for IYC by its Chairman, Canon Joseph Moerman (E/ICEF/NGO/187).

- encouraging the widespread compilation and dissemination of child-related research and stimulating new research on problems where action is hindered by lack of knowledge;
- facilitating and/or participating in seminars, working groups and meetings on a regional or global basis dealing with special problems of children which cut across national boundaries, or for which an international exchange of views would be important.

65. For developing countries such activities would represent an extension of certain services already receiving UNICEF co-operation. For other countries it would constitute a decision by UNICEF to represent more deliberately international concern for all the children of the world while retaining its principal function to co-operate with developing countries. Developing countries would need significant additional external assistance to strengthen and extend long-term action programmes in their follow-up of IYC.

66. The Executive Director suggested that representatives might wish to urge their Governments to participate fully in the General Assembly's debate on IYC, indicating the long-term commitments they were prepared to make on behalf of children.

67. Finally, the Executive Director directed attention to two questions on which comments from the Board would be helpful in preparing for decisions the Board would need to make at its 1980 session. The first was whether UNICEF should extend its co-operation with developing countries to helping categories of children not so far regarded as a high priority for UNICEF assistance. The second question was whether UNICEF should have any programme involvement in the industrialized countries. In the latter case it would remain clearly understood that the over-riding priority in the use of UNICEF's limited resources should always be programmes for children in the developing countries and no funds would be allocated for programmes in industrialized countries. 6/

Statement of the Special Representative

68. The Special Representative for IYC gave the Board a report on her activities. 7/ She outlined some of the national, regional and international activities stimulated by the Year and stressed the participation of non-governmental organizations, the media and children themselves. She emphasized the broadening of perspectives and "the new vision of the child" brought about by IYC, mentioning in particular the increased appreciation of the value of the child per se, the enlarged framework of children's rights,

6/ A statement of the Executive Director in introducing the IYC progress report to the Board is contained in document E/ICEF/CRP/79-17.

7/ The statement of the Special Representative is contained in document E/ICEF/CRP/79-9.

and the recognition of the universality of children's needs. There was a new realization that developing and industrialized countries have much to learn from each other regarding the needs of children, and the lack of services for children in special circumstances (e.g. children of refugees and migrants, the exploited, the homeless, the handicapped, the abused, the gifted).

Board discussion

69. There was a general agreement in the Board that IYC had created an interest in the well-being of children, and a momentum towards serving them better, that far exceeded original expectations. The Board agreed that this momentum must be maintained.

70. Many delegations referred to activities being developed in their countries in response to the Year which indicated the commitments being undertaken on the part of their Governments for the well-being of children. There was general agreement in the Board with the views of the Executive Director that the debate on IYC at the thirty-fourth session of the General Assembly should be a solemn expression of national and international commitment to improving the situation of the child. A number of representatives felt that in deciding on the role of UNICEF in the follow-up of IYC, the Board needed to take into account both at its 1980 and 1981 sessions the possible implications for UNICEF's activities of the new international development strategy (see also paras. 42 and 74(k) and (l)).

71. With regard to the extension of the future scope of UNICEF's work as a result of IYC, many delegations stressed that UNICEF's principal mission was to address itself to the most fundamental needs of children in developing countries and that no widening of the scope of UNICEF's assistance policies should take place at the expense of that principle. At the same time the point was made that UNICEF could not ignore completely children's needs beyond the scope of basic services, since a number of developing countries were themselves concerned with wider activities aimed at the total well-being of the child. Some delegations expressed reservations about the active involvement of UNICEF in the needs of children in industrialized countries, which had the capabilities for attending to their own needs. However, a modest provision for the exchange of information between developing and developed countries on methods of dealing with children and identifying needs for operational research might prove useful. Any significant extension of the scope of UNICEF's activities should be considered in the light of the financial, policy and staffing implications for UNICEF. The study proposed by the Executive Director should be undertaken without prejudice to UNICEF's primary mission and should indicate the costs of the proposals to be considered by the Board.

72. There was wide support for UNICEF continuing to be the lead agency of the United Nations system for issues affecting children. However, this should not lead to duplication of effort with other agencies in the United Nations system, nor involve UNICEF in "rights" issues which would clash with the "needs" mandate of UNICEF. The Executive Director pointed out that UNICEF had not entered into the realm of making public statements on the rights of children which were judgemental in character, and which would be laden with

legal and other complexities; he looked to the United Nations Division of Human Rights for the exercise of this responsibility. Several delegations expressed the hope that the Declaration of the Rights of the Child would be converted into a convention in the near future (see also para. 40).

73. The Board agreed that the phasing out of the IYC secretariat should be done with the maximum economy but should be so planned as not to endanger a smooth transition of essential continuing functions to UNICEF, to the extent that this might be considered desirable later. 8/

Board conclusions

74. The Board adopted the following statement summarizing its discussion and conclusions on IYC:

Report to the 1980 Board session

(a) The Board decided to ask the Executive Director to report to the 1980 Board session along the lines proposed in paragraph 100 of document E/ICEF/L.1384, taking into account the views expressed at the 1979 Board session.

(b) The report will take as its point of departure the continuing strong sense of the Board that UNICEF should continue to concentrate on helping to meet the needs of children in developing countries, in accordance with the priorities determined by the country approach.

(c) It was the Board's view that, consistent with continuing to place emphasis on basic services, the Executive Director's report should examine ways in which UNICEF might possibly respond to the requests of developing countries for additional co-operation. The examination should pay special attention to particularly disadvantaged groups, as discussed in the general debate as well as in the discussions on primary health care and the International Year of the Child and recorded in the summary records concerned. It should also consider ways in which UNICEF might identify the needs for operational research and stimulate those non-governmental organizations and institutions which already had the capacity to undertake child-related research to meet the needs it had identified.

8/ The budget estimates for the IYC secretariat were reviewed in considerable detail by the Committee on Administration and Finance and a summary of its discussion is contained in its report (E/ICEF/AB/L.204/Rev.1, paras. 99-108). The Board action on the IYC budget is referred to in paragraph 216(e) below.

(d) The Board agreed that the report should particularly consider the desirability and feasibility of making provision for the exchange of information among developing countries and between developing and developed countries on methods of dealing with the needs of children. It should give further consideration to the proposal in paragraph 96 of document E/ICEF/L.1384 for the compilation and dissemination of information on child-related research in the light of the problems associated with such an activity. It might cover also the possibility of exchanging information on legislation relating to children.

(e) The report should include a costing, in terms of both manpower and financial resources, of all the proposals it examines, for consideration by the Board.

General Assembly session

(f) The Board agreed on the importance of adequate preparation for the discussions on IYC that are scheduled to take place at the thirty-fourth session of the General Assembly and that should represent a solemn occasion for expression of national and international concern for the well-being of children. The Board also agreed on the importance of urging Governments to participate fully and at a high level of representation in the Assembly's debate on IYC. It was decided that the Board create an open-ended working party to suggest elements for inclusion in a text to be adopted as a General Assembly resolution.

National Commissions for IYC

(g) The Board expressed appreciation for the manifold activities carried out and stimulated by IYC National Commissions in their pursuit of IYC objectives at country and local levels. The Board did not consider it appropriate to recommend the continuance of National Commissions, since this is a matter for countries themselves to determine. However, there did not appear to be any disagreement with the view expressed in paragraph 104 of the report, to the effect that, if countries wish to do so, the continuance of Commissions bringing together a wide spectrum of elements could be most useful, preferably if linked to a ministry or office concerned with over-all national planning.

Lead agency

(h) There was wide agreement that UNICEF should continue as the lead agency for children within the United Nations system. In this connexion, there appeared to be a widely held view that the IYC Advisory Group should be retained on an informal basis, though not as a formal committee of ACC.

IYC secretariat

(i) It was the Board's consensus that the IYC secretariat should not continue beyond the end of 1980. Care should be taken, however, not to lose the valuable momentum generated by IYC. It was felt that the IYC secretariat as such should be phased out gradually during 1980. The view was held that maximum economy should be observed consistent with the phase-out being so planned as to permit the secretariat to complete its work in an orderly manner. UNICEF should consider the possibility of maintaining, from its administrative budget, the minimum level of activities required to maintain the impetus generated by IYC, being activities already undertaken by the IYC secretariat and related to the issues mentioned in paragraphs (c) and (d) above, until the Board has had an opportunity to determine whether and to what extent UNICEF should undertake this type of function.

General

(j) The Board expressed its appreciation to the Executive Director, the IYC secretariat and other concerned staff of UNICEF, co-operating United Nations and non-governmental organizations for their excellent work in helping to achieve the high promise of IYC to date. It particularly commended the Special Representative for her indefatigable and productive efforts to stimulate participation in the Year at the country level.

New international development strategy (IDS) 9/

(k) The Board recognized the important possible implications of the new international development strategy for UNICEF, and noted that after the preliminary conclusions as to the follow-up of the International Year of the Child at the 1980 Board meeting, there would be a final assessment at the 1981 Board meeting, after the approval of the new IDS at the special session of the General Assembly in 1980.

(l) The Board recognized the contribution UNICEF could make to the new IDS. It was understood that no message would be sent to the Preparatory Committee meeting in June. However, it was understood that the Executive Director would, through the channel provided by General Assembly resolution 33/193, convey to the Preparatory Committee of the IDS the vast experience of UNICEF in promoting the interests of children and in meeting their needs, and its concern that measures in this regard should be taken into account in formulating the new IDS. It was also understood that the most effective contribution in this regard would be made by the active participation of individual Board member States to the Preparatory Committee meeting for the new IDS.

9/ See also paras. 42 and 70.

IV. PROGRAMME TRENDS AND ISSUES

Some trends affecting the situation of children

75. In his general progress report (E/ICEF/658 (Part I), paras. 1-8, and E/ICEF/658 (Part II), paras. 2-30) the Executive Director gave a brief review of some political factors, military conflicts, natural disasters and economic developments which had adversely affected the situation of children in the past year. In some countries political, economic and administrative disturbances made it difficult to apply long-term programming approaches. Of special current concern was the failure of agricultural production to keep pace with population growth in many developing countries, the lack of adequate access of poor families to food, especially in low-income countries, and the difficulties experienced by a number of countries in financing social services owing to inflation and foreign exchange shortages.

76. On the positive side was a growing collaboration of bilateral and international sources of external co-operation to include support of the social side in the development process. There were also increasing opportunities within the context of TCDC to strengthen institutions in developing regions in the fields of training, applied research and the provision of advisory services (see paras. 92-93). There had been an improvement over a period of years in certain key factors related to the well-being of children. Among these was an increase in life expectancy in low-income countries, mainly reflecting a reduction in infant and young child mortality, and the increase in the percentage of girls of primary school age enrolled in schools. The great interest aroused by IYC opened up new possibilities for a higher level of attention to children in the years to come.

Programme commitments

77. Of the \$251 million committed by the Board, \$226 million was for assistance. A total of \$25 million (gross) was for administrative services (for 1980 and supplementary 1979 estimates and for the operational costs of the IYC secretariat). The programme assistance consisted of \$186 million for programme aid and \$40 million (gross) in programme support services. ^{10/} The programme aid was earmarked for 53 countries, about half of those currently assisted by UNICEF, and for 11 interregional, regional or subregional projects. (Programmes in the other some 55 countries in which UNICEF co-operated were covered by commitments previously approved.) About three fifths of the aid would be called forward in 1979 and 1980, and the remainder later.

^{10/} For details see annexes II and III.

78. The Board also noted 33 recommendations totalling about \$79 million for support by specific purpose contributions. This brought the amount for which supplementary funding was being sought in 1979 and the following years to a total of \$163 million. 11/

Expected distribution of resources by programme field

79. As set forth in the medium-term plan, the expected distribution of resources (call-forwards) by programme field is as follows:

Table 1

Expected distribution of resources (call-forwards) by main programme fields

	<u>Actual</u>		<u>Planned</u>		<u>Projected</u>	
	<u>1978</u>	<u>a/ 1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>	
	- in millions of \$US -					
Child health	99	107	110	135	149	
Basic child health	(47)	(57)	(58)	(72)	(80)	
Water supply and sanitation	(48)	(45)	(47)	(57)	(63)	
Family planning	(4)	(5)	(5)	(6)	(6)	
Child nutrition	15	19	19	23	26	
Social welfare services for children	11	15	14	16	18	
Formal education	19	27	28	32	35	
Non-formal education	8	9	10	12	14	
Emergency relief	5	3	3	3	3	
General <u>b/</u>	13	12	12	15	16	
Programme support services	<u>25</u>	<u>32</u>	<u>37</u>	<u>43</u>	<u>49</u>	
Total assistance	195	224	233	279	310	
Administrative costs	<u>16</u>	<u>20</u>	<u>22</u>	<u>25</u>	<u>29</u>	
GRAND TOTAL	<u>211</u>	<u>244</u>	<u>255</u>	<u>304</u>	<u>339</u>	

a/ The call-forward figures for 1978 are not the same as the expenditure figures referred to in para. 187 below, since a proportion of the call-forwards each calendar year give rise to expenditures the following year. Expenditures by main programme field in recent years are given in annex VII.

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

11/ A description of these projects is contained in a single volume (SA/35 (i)) for the consideration of prospective donors. See annex IV for a summary of notings by main field of aid.

80. The breakdown should be viewed as giving an indication of the administrative channels primarily responsible for the services, rather than of the programme objectives of UNICEF, which are to promote delivery of converging services at the community level. The classification depends, in large part, on which ministry has the predominant operational responsibility for an activity (e.g. non-formal education, nutrition training), and such responsibilities vary from one country to another.

Some programme statistics

81. As a result of action by the Board at the current and previous sessions, UNICEF, at the end of the session, was co-operating in programmes in 108 countries: 12/ 46 in Africa; 25 in the Americas; 27 in Asia (excluding countries in the Eastern Mediterranean); and 10 in the Eastern Mediterranean, including Turkey.

82. The general progress report of the Executive Director presented some programme statistics on the number of institutions and centres receiving UNICEF equipment and supplies and the number of persons receiving stipends for training (E/ICEF/654 (Part II), paras. 75-78). While those figures did not indicate programme quality and effectiveness, they illustrated something of the scope of UNICEF aid. Over 215,000 health, nutrition, social welfare and education institutions and centres received UNICEF equipment and supplies in 1978. Most of them were at the village level. During the year the estimated number of rural water supply installations completed were as follows: drilled or dug wells and hand-pump installations, 27,000; engine-driven pump installations with taps close to the wells, 574; piped and reticulated water systems, 970. About nine million persons had benefited from those systems. In addition, over 72,000 excreta disposal installations had been completed, with over 730,000 persons benefiting from them.

83. UNICEF aid for training constitutes approximately 30 per cent of all programme assistance. The number of national staff receiving training with UNICEF stipends in 1978 totalled about 223,000. Most of them (80 per cent) were enrolled in short courses of three months or less. That reflected the emphasis on the training of village and auxiliary workers and refresher and reorientation training.

12/ This did not include six Caribbean countries receiving assistance through a subregional programme. It also did not include 15 countries in which UNICEF co-operation was extended mainly for consultative, advisory and training services, and exchange of experience about policies and administration of services benefiting children, without help to projects; the costs for this co-operation were funded from the interregional fund for programme preparation.

84. In 1978 purchases of supplies and equipment valued at \$132 million were made from over 1,600 suppliers in some 101 countries. A total of over 11,400 shipments, equivalent to 146,000 measurement tons, were consigned to programmes in over 100 countries. The UNICEF Packing and Assembly Centre in Copenhagen (UNIPAC) packed and shipped over 3,600 orders in 237,000 export cases for a value of \$33 million, a record for the Centre. The value of purchases included \$9 million of procurement undertaken for other agencies in the United Nations system and for Governments and non-governmental organizations, on a reimbursable basis, for projects benefiting children. Purchases by UNICEF field offices of supplies locally produced or locally available increased in 1978 to \$27 million in 67 countries as compared with \$18 million in 67 countries in 1977. Major commodities purchased in 1978 included pharmaceuticals (\$7 million), passenger and light utility vehicles (\$6 million), PVC pipe and fittings (\$6 million), drilling rigs (\$5 million), and paper (\$5 million).

Levels of programme aid

85. UNICEF distinguishes between three groups of countries according to their development level so that relatively more assistance can be directed to programmes in lower income countries or where there are special circumstances. In 1978 expenditure on projects in relation to the child population in the LDC group (Group I) was five times that for countries with a middle range of GNP per inhabitant (Group II). In 1982, the last year of the current medium-term work plan, expenditure is expected to increase in both groups, but proportionately more in Group II, particularly for programmes in countries at the lower range of GNP per capita in that group.

86. In response to a view expressed that UNICEF was too rigid in its application of GNP criteria in determining the volume of aid to a country programme, the secretariat pointed out that the guidelines set by the Board were not applied mechanically and that account was taken of a number of other factors. ^{13/} For countries at a more advanced stage of development (Group III) the general principle was that they could receive limited material assistance from UNICEF for the exchange of information on policies or services benefiting children, or for special problem areas, or for pilot projects focused on serious unsolved problems of children.

Co-ordination with other external aid

87. A considerable amount of interest was evidenced in the Board discussions on UNICEF's collaboration with other agencies of the United Nations system (both technical agencies and financial institutions) and with bilateral sources of aid. The importance of strengthening such collaboration was specifically emphasized in the conclusions adopted by the Board in connexion with primary health care (para. 119(c)(ii) and 119(i)) and water supply and sanitation (para. 124(h)). Such collaboration was essential for programmes of country coverage (paras. 27(c), 91 and 196-197).

^{13/} These factors are set out in the "Overview of UNICEF policies, organization and working methods" (E/ICEF/CRP/79-2, paras. 183-187).

88. The Board noted that within the United Nations system more comprehensive approaches were being pursued relating to rural development, urban areas, nutrition, primary health care and water supply. An increasing number of agencies were concerned with these approaches, including the World Bank, UNDP, the International Fund for Agricultural Development, and others, in addition to the concerned specialized agencies. The present mechanisms for collaboration, therefore, consisted of a group of agencies working together rather than bilateral arrangements between each other for collaboration. For example, a mechanism of co-operative action had been worked out in relation to water supply. There was also a system of collaboration, including a number of bilateral agencies, which was emerging in the ACC Sub-Committee on Nutrition (see para. 158). All these developments were taking place in the context of a growing recognition that the needs of developing countries had changed and were in turn modifying the role of the agencies. With the development of more indigenous and regional expertise, technical co-operation among developing countries (TCDC) was increasingly being used for consultative and advisory services and training (paras. 92-93).

89. The designation of a "single official" as the senior United Nations representative would also promote co-operation. In that connexion, however, many representatives stressed the need for UNICEF to maintain its identity and flexibility within the restructuring process of the United Nations family.

90. In the opinion of the Executive Director, the various current developments required revisions of arrangements for collaboration. ACC and its sub-committees on programme and operations were concerned with these questions. In the last year a revised arrangement for collaboration was agreed upon between UNICEF, UNDP and UNFPA. To further their joint efforts to support primary health care, a revision of arrangements will be made between WHO and UNICEF. The Executive Director believed that arrangements with other agencies would also have to be reviewed or developed in a similar spirit.

91. A number of delegations stressed that with increasing emphasis on co-operation and co-ordination, it was important for UNICEF to take initiatives with other agencies having common objectives. This would mean more involvement with other agencies in the United Nations system, and bilateral agencies where applicable, in social development programmes benefiting children directly or indirectly.

Technical co-operation among developing countries

92. The Board placed considerable stress on the importance of TCDC in the extension of primary health care, water supply and sanitation, and the other health matters it discussed in connexion with the JCHP report.

93. There was a general recognition in the Board that as part of UNICEF's efforts to help countries build up their national capacity in connexion with services benefiting children, TCDC had its application in many programme fields. Delegations, therefore, very much welcomed the intention of the secretariat, in co-operation with other agencies in the United Nations system,

to promote TCDC more actively and systematically through institution building and transfer of technology. UNICEF would increase its support for contracting with institutions and consultants from developing countries for their participation in programme preparation and execution; for the strengthening of institutions in developing regions and countries to provide training, orientation, and advisory services, and to undertake applied research; for the exchange of experience through the preparation of case studies of programme organization, cost and results; for arranging visits of officials who were preparing programmes to see what had been done in similar situations elsewhere; and for occasionally arranging seminars or meetings.

Programme performance

94. In response to a request made by the Board at its 1978 session, the Programme Committee had before it a note by the Executive Director on programme performance (E/ICEF/P/L.1801). In addition, the profiles prepared for each country programme reported on implementation, and three of these - Bangladesh (E/ICEF/P/L.1861(REC)), Peru (E/ICEF/P/L.1900(REC)) and the Sudan (E/ICEF/P/L.1857(REC)) - provided more extensive explanations on results as well as difficulties encountered in meeting programme objectives.

95. The Committee noted that the over-all call-forward of UNICEF assistance was 9 per cent higher than estimated in the financial plan for 1978. In about one third of the countries assisted by UNICEF, however, the shortfalls, for a variety of reasons, were over 20 per cent.

96. In the Executive Director's note and in the Committee discussions, a number of important constraints or bottlenecks to implementation were recognized. ^{14/} Some were linked to country situations: political instability; inadequate logistics systems; problems of administration; frequent turnover of staff; overly centralized decision making; lack of co-ordination among ministries; or scarcity of human and financial resources.

97. Factors affecting implementation that had to do with UNICEF's own efforts related to programme design; inadequate specification of supply requirements causing delays in delivery; turnover of UNICEF personnel; and lack of experience and training among some staff members to meet new organizational and managerial demands as a result of a steadily increasing workload. The impact of difficulties within the country on the pace of programme preparation and start-up had to some extent been overlooked or under-estimated in the design of a number of programmes (for a discussion of personnel planning in relation to workload, see paras. 208-211).

^{14/} A brief discussion of programme constraints was also contained in the medium-term work plan (E/ICEF/L.1392, paras. 23-25).

98. The Committee was informed of efforts being made by the secretariat to improve programme implementation. At the country level UNICEF support to monitoring was increasing. A variety of approaches to monitoring were being undertaken in different countries: increasing field observation; regular on-site programme review meetings; semi-annual and annual implementation reviews; and workshops and short training courses to improve the capacity of front-line administrators to monitor and control programme activities. Programming workshops as part of programme preparation had been organized in a number of countries. In addition to having a positive impact on the design of programmes, the workshops stimulated collaboration between UNICEF and government personnel in evaluative activities, especially monitoring. There was, however, room for much more improvement, particularly with respect to corrective measures to be taken as a result of field observations.

99. Other measures taken at the country level to accelerate programme implementation included increased local procurement of supplies and equipment, thus circumventing delays in delivery and transport problems. At the same time local procurement also generated additional income for local manufacturers.

100. Another response to programming constraints, particularly those related to local-level administration, was to channel assistance, with government approval, through non-governmental organizations with strong local administrative structures and the capacity to work effectively with the local population.

101. To improve UNICEF's own programme support capacity, the existing system for monitoring and controlling the call-forward, procurement and delivery of UNICEF supplies and equipment was being strengthened, and a beginning had been made to provide better support in logistics management to field offices.

102. Delegations welcomed the information provided by the secretariat on programme output. The fact that there had been no general problem of under-implementation the preceding year was cause for satisfaction. The Committee recognized, however, that while the over-all performance was good, there was a range of continuing problems that hindered the achievement of better results.

103. While Committee members expressed general satisfaction with the form and quality of the documentation presented, some suggestions were made for the further improvement of country programme profiles so that they more fully reflected the analysis of internal and external factors affecting implementation. Clearer indications of the relationship between planned objectives and accomplishments, obstacles to be overcome in carrying out programmes, and more information on the activities of other international agencies related to UNICEF's programmes would increase the usefulness of the profiles for Committee deliberations.

104. It was noted that the character of both preparatory work and implementation had changed because of the efforts by UNICEF to help countries extend services to remote areas. Delegations welcomed the fact that more countries were requesting assistance for strengthening administrative structures and the training of local staff. The development of local capacity would, it was felt, provide a primary answer to the problem of implementation. At the same time, it was apparent that there was a need to improve UNICEF's own capacity, particularly in those countries where the Government had not yet been able to build up its administrative capacity at the local level. This was one of the cases, it was suggested, in which UNICEF staff should be outposted to parts of the country other than the capital.

105. The Committee welcomed the increased efforts to intensify co-operation with countries on programme design, monitoring and evaluation, and training. The holding of workshops organized by headquarters and field offices for solving some of the problems arising in the formulation of programmes was beginning to bring results and it was recommended that the practice be continued. While a start had been made on monitoring and evaluation, there was a need to improve techniques. It was felt that it would take more years of experimentation before systems could be designed that could ensure proper monitoring and evaluation of programmes at the national and subnational levels.

106. In this connexion several delegations commented favourably on the suggestion made by Inspector Bertrand that a programme to develop evaluation methods be instituted for both the countries' own programmes and those of UNICEF (see para. 50). One delegation recommended that a separate evaluation unit be established, independent of other divisions and responsible to the Executive Director, to support such programmes. Another underscored the need for more evaluation of country experiences and related research to identify what worked and what did not work. This could be done by Governments, international entities and private institutions, and UNICEF should be prepared to encourage, support and co-operate in such activities.

107. The Executive Director shared the concern of representatives and agreed that it would be appropriate to put more resources than in the past into helping countries build up their monitoring of policies and programmes in areas of UNICEF's direct concern. This would include the monitoring of programmes in which UNICEF co-operates and of UNICEF's own performance. He also felt that something should be done even when ministries were not ready to build monitoring into their programmes. This would mean monitoring and evaluation only of UNICEF's approach, strategy, programme design and inputs. However, such evaluations should include government participation. It would be necessary to strengthen UNICEF organization at headquarters and some field offices to accomplish these two objectives.

108. Several delegations also commented on the supply aspects of UNICEF co-operation, noting that delays in the delivery of imported supplies and equipment had affected the rate of implementation in some countries. Generally, more careful supply planning was called for to ensure timely delivery and to avoid a heavy bunching during certain periods of the year in

supply call-forwards and in procurement (see also para 218). They welcomed the trend towards local procurement, which had nearly doubled during 1978. They believed that, whenever possible, UNICEF assistance should contribute to the development of national production capacity.

109. In concluding their discussion on this item, the Committee members agreed that a number of important steps had been taken to improve the quality of performance in accordance with the main lines of action previously endorsed by the Board. They looked forward to receiving further reports on programme performance. Several delegations suggested that a further report by the secretariat on problems encountered at the field level would enhance the Board's ability to evaluate planning and programming. As suggested by one delegation, such a report should include an analysis of the qualitative aspects of under-implementation. It might also contain a discussion on obstacles that arose in the least developed countries. An analysis of problems linked to country situations could serve as a basis for the explanation of large shortfalls in call-forwards in specific regions or countries in the future.

110. The Executive Director, in responding to these suggestions, expressed UNICEF's interest in the proposed study, provided it could be made at a suitable time. He felt it could not be done for the 1980 session. He stated that reports on programme performance would continue to form part of country profiles, and several profiles each year would contain extended reports on performance. Additional information would be available in the programme progress chapter of the Executive Director's general progress report.

Report of the Joint Committee on Health Policy

111. The Board had before it a report (E/ICEF/L.1385) of the UNICEF/WHO Joint Committee on Health Policy (JCHP) which dealt with the following main items: primary health care (PHC) - follow-up of the Alma-Ata Conference; a joint UNICEF/WHO study on the water supply and sanitation components of PHC; training in maternal and child health; and child mental health. In addition, the following subjects were presented to the Committee for its information: the expanded programme of immunization; action programme on essential drugs; and diarrhoeal diseases control programme. The JCHP report was presented to the Board by its rapporteur, Dr. Zaki Hasan, who was one of the representatives of the UNICEF Board on the JCHP.

112. The Board also had before it a note by the Executive Director (E/ICEF/L.1390) on the recommendations of the JCHP. He was in general agreement with the recommendations and commented on them particularly in terms of their implications for UNICEF.

113. An introductory statement was made to the Board (E/ICEF/CRP/79-25) by Dr. Tejada de Rivero, the Assistant Director-General of WHO. In describing the steps necessary for the implementation of PHC as the means to reach the goal of health for all by the year 2000, he stressed the need for the formulation of policies, strategies and plans of action at the country level. Such

national action was to be supported at the regional and global levels through countries acting individually and collectively in the spirit of technical co-operation among developing countries, with the collaboration of the WHO secretariat. This would require changes in the structure and working methods of WHO as well as in the commitment and attitude of member States guiding the organization.

Primary health care - follow-up of the Alma-Ata Conference

114. The joint UNICEF/WHO report on primary health care - the follow-up of the Alma-Ata Conference - was before the Board in document E/ICEF/L.1387, with the recommendations of the report presented in document E/ICEF/L.1387/Add.1. The JCHP report dealing with the report and recommendations was contained in document E/ICEF/L.1385, section 4. The JCHP had strongly endorsed the joint report and its recommendations.

115. In adopting these recommendations, the JCHP recognized that, in the medium term, UNICEF would need to concentrate its resources on selected action to which it could make an effective contribution. With this consideration in mind, the Executive Director in his note (E/ICEF/L.1390, paras. 7-8) set down the areas in which he believed that UNICEF, in co-operation with WHO, should co-operate with developing countries in the next two to five years.

116. There was general agreement in the Board with the Executive Director's recommendations for UNICEF action. Representatives emphasized the importance of advocacy and seeking the involvement of over-all planning and administrative bodies, as well as sectors other than health - such as agriculture, education and information ministries - and intermediate and local levels of government. This was based on a recognition that primary health care with its heavy emphasis on prevention should be a broad, intersectoral concern. Since the approach normally would involve considerable reorientation of conventional health care services and policies, there was agreement that UNICEF action should also include strengthening of centres within developing countries for training, research and advisory services, and support for introducing the approach at different entry points, whether these were national health plans, rural development programmes or others aimed at peri-urban areas.

117. There was further agreement that UNICEF should also support the analysis and exchange of country experiences through case studies that identified successful approaches and models, ways of achieving active involvement of communities and of identifying, training, supervising and maintaining the interest and enthusiasm of community-level health workers, who were a fundamental new element in the approach. Emphasis was placed on the need for co-ordination of activities for the extension of PHC within countries, within the United Nations system, and with bilateral and other sources of aid and non-governmental organizations.

118. In connexion with the last point, the Chairman of the NGO Committee on UNICEF called attention (E/ICEF/NGO/195) to an NGO position paper presented to the Alma-Ata Conference which set forth a number of ways in which NGOs could contribute to the extension of PHC. This included creating greater public understanding of PHC, helping develop national policy, and promoting greater co-ordination of PHC activities among NGOs and between NGOs and Governments. In the area of programme implementation NGOs could work at the local level toward the full participation of individuals and communities and in developing innovative human development programmes in which PHC played a part. Other ways in which NGOs could contribute were through training and health education activities; involving women in health promotion and community development concerns; promoting appropriate health technologies; and in continuing their activities in the fields of water supply, food production and medical care.

Board conclusions

119. The Board adopted the following statement summarizing its discussion and conclusions on primary health care:

(a) The Executive Board received with appreciation the report of the JCHP which dealt with the role of UNICEF, along with WHO, in co-operating with developing countries in implementing primary health care (PHC). The Board noted that the impact of the International Conference on Primary Health Care, held at Alma-Ata in September 1978, placed great responsibility on the sponsoring organizations, UNICEF and WHO, to co-operate with developing countries in translating the PHC policy into national strategies, plans of action and programmes. The Board recalled that the primary health care approach, which was in complete harmony with the UNICEF basic services approach, was closely linked to over-all national development; and that its achievement entailed a political commitment by Governments and intersectoral co-ordination of actions at the national, intermediate and local levels within countries. The Board reaffirmed its conviction that the PHC approach, by making health care available equitably, represented the best way to reach the goal of health for all by the year 2000.

(b) The Executive Board approved the recommendations for action by UNICEF to co-operate with developing countries in implementing PHC as referred to in the JCHP report (E/ICEF/L.1385, and detailed in E/ICEF/L.1387/Add.1). The Board noted that these recommendations covered the spectrum of action required in UNICEF's and WHO's co-operation with developing countries in the long term. The Board agreed with the recommendations of the Executive Director that, in the medium term (the next two to five years), UNICEF should co-operate with developing countries on aspects outlined in the Executive Director's note (E/ICEF/L.1390, para. 7), namely:

- (i) Continuing advocacy of the primary health care approach at the policy level in Governments and at the international level;
- (ii) Support to intersectoral planning and co-ordination for health development;
- (iii) Strengthening centres in developing countries for training, research and advisory services; and introduction of the concept of primary health care into appropriate schools in developing countries, including orientation of professionals outside the health sector;
- (iv) Supporting the introduction of PHC into rural and peri-urban development programmes, country health programming and other programmes offering an entry point; orienting health-related programmes (like nutrition, water and sanitation) towards PHC; and strengthening supportive and referral services;
- (v) Support to expanded programmes of immunization, diarrhoeal diseases control, supply of essential drugs and development and use of other appropriate health technologies;
- (vi) Support to exchange of country experiences; and
- (vii) Strengthening the participation of non-governmental organizations.

(c) The Board also agreed with the recommendations of the Executive Director concerning:

- (i) Enhancing UNICEF capacity; and
- (ii) Strengthening collaboration with WHO and other organizations of the United Nations system having a major interest in PHC, with particular attention to their effective co-operation in PHC at the country level.

(d) As recognized at the Alma-Ata Conference, the spirit of self-reliance on which PHC is based placed the main responsibility for the mobilization of available PHC resources on the countries themselves at the national, intermediate and community levels. At the same time, greatly increased external aid would be necessary, from many sources within the United Nations system; from international and regional financial institutions, including the World Bank; and also from bilateral agencies. An objective should be to support the expansion and use of local resources and capacity. Since the PHC approach was integrally linked with over-all development, its ultimate success would be directly linked to the new international economic order.

(e) The Board also recognized and repeatedly stressed the importance of technical co-operation among developing countries and considered that UNICEF should play an appropriate role in facilitating the exchange of experience and expertise among developing countries on a more systematic basis. 15/

(f) The Board also stressed the importance of paying particular attention to maternal and child health as essential components of PHC; and in this connexion concurred in the recommendations of the JCHP with respect to training in maternal and child health.

(g) The Board also agreed on the need for enhanced UNICEF support for key elements of PHC as identified in the report of the JCHP, including expanded programmes of immunization (with special reference to improved vaccines and better organization of the "cold chain"); 16/ essential drugs (including support for production within countries or pooled arrangements for intercountry procurement); 17/ diarrhoeal diseases control (including oral rehydration, as well as the provision of sufficient supplies of safe water, personal hygiene, food protection and a clean environment); 18/ and support for other technologies suited to community health care. The importance of adequate nutrition and prevention of nutritional diseases, including vitamin A deficiency, goitre and nutritional anaemias, was also stressed. 19/

(h) As noted above, the Board also agreed that, since the PHC approach raised many new problems, including management and operational problems, UNICEF should contribute to national studies aimed at improving the effectiveness of PHC. Particular attention should be devoted to community participation, an essential feature of PHC, and to providing access to PHC for the whole population.

(i) The Board expressed particular concern over the need to assure effective intersectoral co-ordination of support for the PHC approach within countries. Similar co-ordination was required within the United Nations system, and with bilateral sources of aid. The Board urged strengthening contacts with financial institutions, especially the World Bank, in order that the advantages and effectiveness of the UNICEF delivery system should be fully

15/ For a further reference to the Board's discussions of the UNICEF role in TCDC, see paras. 92-93.

16/ See paras. 130-133.

17/ See paras. 134-136.

18/ See paras. 137-140.

19/ See paras. 157-158.

appreciated. As the sponsoring organizations within the United Nations system, WHO and UNICEF carried a heavy responsibility; this implied not only the strengthening and adapting of the capacity of the organizations to co-operate with countries, but also close and efficient co-operation between the two organizations. The Board noted that the secretariats of UNICEF and WHO were engaged in a joint review of ways to improve their co-operation and that this would be dealt with at the highest levels of the two organizations; also, that a plan of joint staff training and orientation was being undertaken. The Board also noted that initiatives were being taken by UNICEF and WHO to encourage the co-ordinated contribution of other United Nations organizations to PHC in the countries, with the UNDP Resident Representative playing a key role in assuring consultation among various external aid sources and the co-ordination of their inputs.

(j) The Board concurred in the recommendation of the JCHP that UNICEF and WHO should present a progress report in 1981 on PHC; and should undertake a study, for presentation in 1981, on "The decision-making process within countries for the achievement of the objectives of PHC", which would include financing and management aspects. The Board noted that the secretariats of UNICEF and WHO were consulting on a more precise definition of this study. It concurred in the general approach recommended by the JCHP, namely that this report should be based on case studies of a few country experiences selected to illuminate different national situations and different stages of policy formation and implementation as well as different levels of resource potential.

Water supply and sanitation

120. The Board had before it a joint UNICEF/WHO study on water supply and sanitation as components of primary health care (E/ICEF/L.1386) and an information note by the Executive Director providing detailed information on UNICEF co-operation in water supply and sanitation programmes (E/ICEF/L.1386/Add.1). The JCHP report dealing with the joint study was contained in E/ICEF/L.1385, section 5. The JCHP adopted the recommendations in the study.

121. The Executive Director, in his comments on the JCHP report dealing with this subject (E/ICEF/L.1390, paras. 9-15), called attention to a basic conclusion of the JCHP that full health returns from the efforts and resources invested in water and in sanitation components of primary health care depended on a number of complementary factors. The complex of factors included personal hygiene; supply of clean water for drinking and household care; excreta and refuse disposal; and cleanliness of the neighbourhood. He also pointed out that a related factor with an important bearing on young child illness and mortality was food storage and handling in homes. UNICEF co-operated in improvements in this field in some countries through women's organizations, information programmes, and the improvement of village technologies.

122. The Executive Director pointed out that in cases where UNICEF was co-operating in water and sanitation programmes being conducted as separate activities, national authorities could be encouraged and supported to broaden them so as to serve as a base for more comprehensive primary health care. Conversely, where primary health care had been initiated without adequate attention to water and sanitation, support might be given to the introduction of these essential components.

123. Delegations regarded the documentation as generally providing a useful overview and sound approach to the problems of water supply and sanitation. The prime importance of water supply and sanitation for child health as components of PHC was stressed. Representatives welcomed the shift in thinking which had taken place in recent years from a main emphasis on technological aspects of water supply, to more awareness of sociological factors. Informing and motivating the population in regard not only to installing and maintaining the water supply, but also of the interrelated factors of home and neighbourhood sanitation, were important elements here. This was seen as linking the water supply effort with broader concerns of health care, community development and the environment. There was agreement that more attention was required regarding effective measures for excreta disposal in those communities being provided with safe water supply. In its co-operation with various other bodies concerned with water supply UNICEF had an especially important role to play with regard to training and the non-technical aspects of community participation in the light of local attitudes and traditions.

Board conclusions

124. The Board adopted the following statement summarizing its discussion and conclusions on water supply and sanitation:

(a) The Executive Board expressed its appreciation for the joint WHO/UNICEF report (E/ICEF/L.1386) and the information on UNICEF co-operation in water supply and sanitation provided in document E/ICEF/L.1386/Add.1. The Board approved the recommendations in the report for future UNICEF co-operation with developing countries with respect to water supply and sanitation. It noted that in this way UNICEF would be contributing to the attainment of the global targets adopted at the United Nations Conference on Water held in Mar del Plata in 1977.

(b) The Board agreed with the conclusions of the joint study that the full health impact of water supply and sanitation programmes depended on the situations in a number of complementary fields, including in particular:

- personal hygiene;
- supply of clean water in adequate quantity for drinking and household care;
- excreta disposal;
- refuse disposal; and
- cleanliness of the neighbourhood.

(c) Among the above fields, the Board noted that excreta disposal was of critical importance; and expressed concern over the fact that, in projects currently aided by UNICEF, little effective action was being taken to deal with this problem. The Board therefore concluded that UNICEF, with WHO, should give high priority in its co-operation with countries to more effective measures to assure provision for excreta disposal in those communities being provided with safe water supplies. Cultural factors inhibiting or facilitating community action in this regard should be taken into account. Priority should be given to the training and orientation of professional and technical personnel. At the same time UNICEF and WHO should take measures to assure the full understanding and support of their staff and should assign appropriate support personnel to programmes.

(d) The Board noted that water and sanitation services entailed particular applications of the general principles of the primary health care approach, including:

- (i) The preparation of national policies and plans. With respect to water supply and sanitation for community and family use, plans should take into account the watering of animals and schemes for agricultural irrigation;
- (ii) The involvement of communities. It is necessary to ensure their understanding of and support for the improvement of water and sanitation, including the planning and management of these activities in their communities and the maintenance of facilities, and the strengthening of health education through all appropriate channels;
- (iii) Technical co-operation among developing countries, including the exchange of experience and expertise; and
- (iv) The provision of appropriate equipment and spare parts and, where possible, their manufacture in the countries concerned.

(e) Therefore the Board agreed that, in its co-operation with countries, UNICEF should support the introduction of water and sanitation projects as components of comprehensive primary health care. Particular emphasis should go to underserved rural and fringe urban areas.

(f) The Board recognized the need to apply or develop suitable technology. In this connexion the Board noted that UNICEF, in co-operation with WHO and other international bodies (in particular, the International Development Research Centre of Canada), was already supporting operational research on such problems as improved design for local production of handpumps in a number of developing countries.

(g) The Board also noted the need for more studies on the real benefits of various types of simple water supply and sanitation services which would, among other things, indicate how many people in communities were actually using new sources of safe water and whether the location of water outlets was such as to make the water readily available to all in need. WHO and UNICEF should continue to support such studies.

(h) The Board recognized that UNICEF's limited resources represented only a small fraction of the total investments required in this field of work. Accordingly, the need for close collaboration with the United Nations and other sources of external aid was particularly important. The Board noted with satisfaction the existing arrangements for co-operative action initiated by UNDP, in agreement with other United Nations organizations, in which the UNDP Resident Representative would serve as co-ordinator of external inputs at the country level.

Training in maternal and child health

125. The JCHP submitted to the Board the recommendations reproduced in the paper on training in maternal and child health (E/ICEF/L.1388, section 4.3), and added the points listed at the end of section 6 of the JCHP report (E/ICEF/L.1385). The Executive Director believed (see E/ICEF/L.1390, paras. 16-19) that the recommendations and observations of the JCHP offered valuable guidance regarding the implications of the primary health care approach for training in maternal and child health (MCH), and that they could all be followed by UNICEF.

126. The Executive Director pointed out that co-operation in maternal and child health had been an objective of UNICEF since the beginning of the organization. That objective could now be advanced much more widely where countries adopted the PHC approach. He agreed with the JCHP view that there was a need for strengthening and adapting training in the developing countries, with intercountry or regional training facilities playing a supporting role to national efforts, as part of TCDC. Not only should training be given to all levels of health personnel concerned with MCH, but orientation was needed for the personnel in other services whose work had a bearing on health, such as teachers, agricultural extension workers, community workers, home economists and others in contact with communities, including organized community groups, women's organizations and youth movements. In the education addressed to families, fathers should not be neglected. The potential contribution of traditional resources in the community, such as village midwives and traditional healers, should also be exploited to the full.

127. With reference to the strengthening of national training institutions, the JCHP had drawn attention to the need for learning from experience in developing countries, and, in this connexion, to the usefulness of health services research. Attention was also drawn to the importance of strengthening the teaching staff of training institutions and to the fostering of technical co-operation between institutions in developing and industrialized countries.

128. There was general support in the Board for a re-examination of WHO and UNICEF support of MCH training in relation to PHC along the lines of the JCHP recommendations. In addition to MCH training for all categories of health personnel, the emphasis on the orientation for staff of other sectors and voluntary groups was especially welcomed. It was suggested that more attention be paid to evaluating the teaching methods used in training people in MCH and to a more systematic exchange between those responsible for training and those being trained. Attention was directed to the importance of the supervision and training of paramedical staff at the grassroots level, especially village midwives, and of involving traditional healers. The value of regional training institutions was emphasized.

Board conclusions

129. The Board's conclusions on training in MCH are set forth above (para. 119(f)).

Expanded programme on immunization

130. The JCHP noted with satisfaction the progress of the expanded programme on immunization (E/ICEF/L.1400). The programme was a component both of primary health care and of maternal and child health. The objective was to strengthen permanently countries' abilities to immunize their children. Areas of UNICEF/WHO collaboration included the testing of "cold-chain" equipment by independent laboratories and the development of improved equipment. UNICEF was providing an increasing quantity of vaccines and a considerable amount of equipment, and was also active in the area of training. The Committee noted the possibility of promoting production of vaccines at the national level, or in regional centres servicing a number of small countries.

131. In the Board discussion the great importance of immunization was stressed as a means of helping countries develop systems of preventive medicine which often could become the nucleus of PHC. Several representatives welcomed greater WHO and UNICEF support for the carrying out of the immunization programmes in their countries. The need was stressed for training programmes, for quality control of vaccines, and for help with logistical problems such as storage, "cold-chain" technology and mobility of vaccinators. Courses, seminars and pilot projects would help gear programmes to the needs of individual countries. Support was needed for research to increase the stability of vaccines, simplify technologies and reduce costs. Strict and constant monitoring of technical conditions and safeguards was essential. Immunization programmes needed to be accompanied by nutritional measures and greater attention to environmental sanitation. One delegation believed that the target of 1990 to accomplish the global objective of the expanded programme was over-optimistic.

132. The representative of WHO stated that WHO recognized the importance of the technical aspects of expanded immunization programmes. Progress in the relevant technology was moving ahead satisfactorily and WHO was sponsoring research on heat-resistant types of vaccine to improve stability. It was intended that the immunization programme would be linked to the nutrition, education and environmental sanitation activities of integrated PHC.

Board conclusions

133. The Board conclusions with regard to the expanded programme of immunization are set forth in paragraph 119(g).

Action programme on essential drugs

134. The paper before the JCHP on essential drugs (E/ICEF/L.1401) pointed out that as Governments developed primary health care networks and extended population coverage, the problem of availability of essential drugs became particularly important. It could only be improved by strengthening national drug policies, especially those concerning the improved selection, procurement, distribution, storage and, whenever feasible, national production of essential drugs. WHO intended to play a leading role in such a programme. The Joint Committee noted that it would seem appropriate for UNICEF to adopt the same policies and work together with WHO in a co-ordinated way within the framework of the action programme.

135. It was noted in the Board discussion that UNICEF had provided a substantial amount of support in essential drugs in the past. The importance of UNICEF and WHO developing a system of co-ordinated support to respond better to future requests of developing countries was stressed.

Board conclusions

136. The Board conclusions with regard to essential drugs are set forth in paragraph 119(g).

Diarrhoeal diseases control programme

137. The JCHP recognized the importance of the diarrhoeal diseases control programme and considered that it deserved full support as an important component of primary health care. The Joint Committee stressed that measures to prevent diarrhoea, especially the promotion of good maternal and child care practices and the improvement of water supplies and sanitation facilities, deserved full attention and support. There was general agreement in the Joint Committee that emphasis in programme development should be placed on educational and promotional activities to support the programme strategies.

138. The JCHP also agreed that oral rehydration therapy was extremely important for the prevention as well as for the treatment of dehydration, and the prevention of the vicious cycle of disease and malnutrition. Every effort should be made to ensure that this therapy was available early in the course of diarrhoea. Education on how to use oral rehydration, with appropriate dietetic measures and back-up support with intravenous rehydration for serious cases, was considered essential.

139. In the Board discussion it was recognized that diarrhoeal diseases were a very widespread and major cause of infant and young child mortality, and there was general support for a new impetus to be given by UNICEF to their control in association with WHO. It was essential not only to use simple means of treatment, in which mothers could play an active role, but also to prevent such diseases through environmental sanitation, hygiene and nutrition.

Board conclusions

140. The Board conclusions with regard to the diarrhoeal diseases control programme are set forth in paragraph 119(g).

Child mental health

141. The JCHP submitted to the Board the recommendations reproduced in the paper on child mental health (E/ICEF/L.1389, summary, page 6).

142. The paper, endorsed by the JCHP, proposed "a community-oriented approach to both prevention and short-term treatment, with the emphasis on enhancing the skills /to promote healthy child development/ especially of parents, health care workers, teachers and social workers" (E/ICEF/L.1389, page 4). A series of specific recommendations were proposed by the JCHP, including education and training programmes for parents, teachers, institutional personnel and others concerned with child care; development and promotion of technology including manuals, guidelines and training materials for health workers, particularly at the primary health care level; strengthening of community resources; formation of national, multi-sectoral co-ordinating mechanisms and training centres; promotion of procedures to protect child health in institutional settings (e.g. continuity of staff to care for children); promotion of field research; and meetings and other forms of activities facilitating exchange of information and co-operation among countries.

143. In a statement to the Board (E/ICEF/CRP/79-24), the Director of the WHO Division of Mental Health discussed the new mental health programme of WHO and new forms of appropriate technology which were resulting from it. These formed the basis of the JCHP proposals before the Board.

144. The Executive Director (E/ICEF/L.1390, paras. 20-28) believed that programmes in which UNICEF co-operated to improve the health, nutrition, education and over-all development of children had the potential of contributing to their mental and emotional health. This potential could be considerably increased by some awareness of mental health problems that may be encountered on the part of the personnel involved and of their supervisors. The Executive Director therefore considered that it would be appropriate, as recommended in the paper to the JCHP, for UNICEF to encourage and support activities directed to the mental health needs of children through the education of parents and communities, the training of personnel working in services for children, and the identification and strengthening of community resources.

145. He believed that community-based action should constitute the framework for UNICEF co-operation. UNICEF's main contribution should be in support of relatively simple and feasible action to promote child mental health, taking account of the resources available and making the most of existing services and personnel in line with the PHC approach. The introduction of simple methods of treatment could well be one of the subjects of field research;

meanwhile, co-operation for treatment might be extended on a selective basis. The Executive Director also agreed with the JCHP recommendation that UNICEF should promote procedures that protected child mental health in various institutional settings; however, he felt this should be done without involving UNICEF deeply in the support of institutional care. He assumed that the JCHP recommendations about co-ordinating mechanisms at the national level, training centres, and intercountry meetings and action concerned WHO more than UNICEF, although UNICEF might give some limited support.

146. In the Board discussion the following points were made by representatives: persistent and socially handicapping mental problems of children were becoming increasingly evident in developing countries and deserved more attention from UNICEF; any notion that child mental disorders could be dealt with solely by psychiatrists and health care personnel was clearly mistaken; it was necessary to involve all social sectors in child mental health efforts, particularly education and social welfare; UNICEF action in this field should be part of a wider approach as a component of primary health care and other programme activities assisted by UNICEF; emphasis should be on prevention; mental disorders and handicaps needed to be recognized and treated as early as possible; it was important for UNICEF to promote knowledge of the psychosocial development of the child; a UNICEF focus on the total environment of the child would in itself enhance preventive efforts; training programmes should include parents, who often could perform the same role as trained staff.

147. Several delegations, while supporting the JCHP recommendation, felt that a cautious approach should be taken because of limited experience in the field and possible costs. With regard to the latter point the secretariat stated that it did not envisage significant additional UNICEF expenditure; most of the training and supply costs would be included as elements in PHC and other activities supported by UNICEF within country programmes.

Board conclusions

148. The Board adopted the following conclusions on child mental health:

(a) The Board recognized the fact that mental health should be seen as a component of total child health.

(b) There was a general consensus in the Board to approve the recommendations of the Executive Director in his note (E/ICEF/L.1390, paras. 20-28) for support of activities aimed at safeguarding and promoting the mental health of children, preventing their mental problems and providing treatment. Such activities should be seen as integral to primary health care, which includes both mental and physical health, and therefore the emphasis would be on community-based approaches, including, for example, education of parents, schoolteachers and health care providers.

Basic services

149. The basic services concept, its place in national development strategy and current applications in developing countries figured prominently in the Programme Committee discussions.

150. This concept, which calls for the active participation of the population of each community in the local planning and control of essential services for children, had become the main feature of UNICEF's advocacy role and co-operation in programmes since its adoption by the Board as a strategy in 1975. While the full application of the concept remained a long-term task, it was becoming a recognized alternative to the linear extension of conventional patterns of services in villages and poor urban areas. Of the 53 recommendations for country programmes presented to the Programme Committee, 31 proposals contained applications of the basic services approach. Generally, the proposals showed a start in at least one programme field such as primary health care, water supply or basic education.

151. In the Committee's review of these programme proposals it was pointed out that the introduction of the basic services approach required changes in programming, in the allocation of resources and in traditional administrative procedures - in short, a commitment towards change not only by the country but by UNICEF itself. In the field, it meant a more decentralized approach in order to effect changes in the structure of UNICEF co-operation with authorities at all levels. Greater emphasis had to be placed on the training of local staff and on popular participation in the decision-making process, which implied further training of present staff in new methods and techniques and changes in existing recruitment policies (see paras. 208-211).

152. At the national level the full application of the concept required that it be closely linked to the country's over-all plan and aspirations for development. In this connexion, one delegation held that while basic services had merit from the humanitarian point of view, they were no substitute for a programme of dynamic social development within the new international economic order. Responding to this concern the Executive Director stated that in his view, the basic services approach should be an integral part of economic and social development, to which it contributes, as well as being a way of bringing direct benefit to children and families. They were not an alternative pattern of development; they were, however, as recognized by the General Assembly in its resolutions, 20/ one alternative to neglecting the social side of development.

Eastern African symposium on basic services

153. The Programme Committee had before it a report on a symposium on basic services: objectives, strategies and programmes for children in Eastern Africa (E/ICEF/L.1404). This meeting, sponsored by UNICEF with the generous co-operation of the Government of Kenya, brought together government ministers, chairmen of National IYC Commissions, and representatives of specialized agencies, donor countries and NGOs.

154. Participants had shared their experiences in introducing basic services at the community level. It was agreed that more attention should be given to effecting structural and organizational changes in government administration and policies to support the development of a local capacity to meet the service needs of communities. Decentralization of authority by Governments to both the village and urban community level was essential for the promotion of popular participation. There was a need also for more orientation courses for government officials and for more training for village workers in order to provide them with the necessary skills to service their communities. The symposium gave explicit support to the basic services approach and underscored the need to incorporate programmes benefiting children in national development plans. In this connexion UNICEF was asked to serve as a centre for the exchange of information among the countries of the region, and provide support and advice in the various programme fields.

Child health

155. Child health services, including water supply and family planning, have remained the largest single sector of UNICEF co-operation, accounting for 52 per cent of all project expenditures in 1978 (see annex VII). Expenditure on health rose by nearly \$16 million in 1978, an increase of 27 per cent over 1977. Health programmes were assisted in 103 countries. Some 41,000 health institutions and centres received UNICEF equipment and supplies. More than 90 per cent of this went to rural health centres, subcentres and village maternal and child health centres - a proportion reflecting the growing interest of Governments in applying the community-based services approach, and in primary health care as one aspect of that approach.

156. Training in maternal and child health of nurses, midwives and traditional birth attendants remains an important feature in most country programmes. As was clear from the Board's consideration of the JCHP report (paras. 125-128), the objective of co-operation is now seen not only as MCH training for all appropriate categories of health personnel, but also as orientation for staff of other sectors and for voluntary groups making a contribution to health promotion and protection of mothers and children.

Nutrition

157. In the Board discussions, there was a general recognition that child nutrition was to be advanced mainly by taking nutrition into account in development planning, and including nutrition objectives within ongoing services and programmes, such as agriculture extension, health services and education. There was, however, also an urgent need for simultaneous special efforts, as for example in nutrition education through mass media, and special intervention programmes, to deal with goitre, vitamin A deficiency, nutritional anaemias and retarded growth. These interventions could serve as an "entering wedge" for primary health care and basic services; at the same time, nutrition should be one of the highest priority components of such programmes. Stress was laid on the important interrelationships between nutrition and safe water, sanitation and control of infectious diseases.

20/ See E/ICEF/CRP/79-32, 1 June 1979, para. 3.

158. The Board noted that UNICEF was participating actively in the ACC Sub-Committee on Nutrition, which had reached a general consensus on the policies of co-operation that external aid agencies should pursue with developing countries (see para. 88). In terms of UNICEF's programming, this meant that more attention would be given to nutrition components in projects located in rural development areas, poor urban areas (see para. 165) and generally in sectors that could contribute particularly substantially to the improvement of nutrition. (e.g. health, agriculture, education).

Education

159. In 1978, expenditures for formal and non-formal education amounted to 21 per cent of UNICEF's total project expenditures (see annex VII). UNICEF co-operation in formal schooling emphasized improvement in the quality of primary education and support for measures to study, reform and adapt its content, particularly in under-privileged areas.

160. In 1978 a total of 90,200 educational institutions received UNICEF supplies and equipment and 69,400 teachers, instructors and other education personnel received training with UNICEF stipends. Initiatives were also pursued in the field of non-formal education. Out-of-school youth were provided with the basics of literacy and numeracy as well as skills for improving their living conditions and life prospects. An important proportion of non-formal education activities were directed towards girls and women (see para. 163). More attention was also given to pre-school children, particularly in Latin America, where various programmes have been developed which give more systematic attention to the young child, a concept primarily promoted in many instances through non-governmental channels. The Board looked forward with interest to discussing at the 1980 session an assessment of UNICEF's co-operation in educational services.

Responsible parenthood

161. Responsible parenthood implies, for UNICEF's programme approach; helping parents bring about the best life possible for their children. Family planning services provide one means that parents can choose to use in pursuing this general objective. Within a Government's own policies and priorities UNICEF considers responsible parenthood and family planning a component of basic services, and particularly as part of maternal and child health care, education and social welfare services.

162. In the course of the Programme Committee discussion, some delegations expressed disappointment that more attention had not been given to the subject of responsible parenthood and family planning in the documentation. The suggestion was made that it would be timely for the Board to review UNICEF aid for family planning at its next session. The Executive Director felt this would be difficult in view of the heavy preparation load for the next session on already agreed items. The secretariat directed the attention of representatives to comprehensive guidelines which had recently been issued to field offices on UNICEF co-operation in these areas, and an agreement on procedures and relations between UNFPA and UNICEF (see para. 90). Efforts would be made to improve reporting in future country programme profiles on co-operation in this field, and a fuller account would be given in the next general progress report.

Programme activities benefiting women

163. The Board welcomed evidence that co-operation in strengthening women's services bearing on the situation of children was receiving more emphasis in country programmes, and expressed satisfaction with the increasing developmental orientation of women's programmes. Programme commitments especially benefiting women and girls in health, nutrition, education and social welfare services were increasingly being designed to enable women to assume active and responsible roles in these services and in community life and betterment. In the preparation of programme proposals and the review of ongoing activities, more attention was being given to ensuring that components for improvement in the situation of women and girls were included. The Board endorsed the inclusion of income-generating skills for women in such programmes; it was clear that increasing women's earnings had a positive effect on the well-being of children and the family as a whole. The Board looked forward to receiving a report at its 1980 session on women in the development process, in relation to the well-being of children.

Services for children in low-income urban areas

164. UNICEF's co-operation in services on behalf of children growing up in low-income urban areas expanded during 1978. Urban projects were under way in some 20 countries and projects for nine more were approved at the current session. The greater attention paid by Governments to urban population growth and to the problems of poor population groups had helped in fostering this trend, as had the interest taken by various financial institutions, such as the World Bank, in developing projects to improve conditions in urban slums.

165. Many delegations commented favourably on the growth of UNICEF co-operation in activities benefiting women and children in poor urban areas. They noted, in particular, that more recognition was being given to the serious problems of child malnutrition peculiar to the urban environment, and they welcomed this trend. It was felt, however, that UNICEF should consider being a more active advocate and collaborator in those countries where urban development activities were still very limited. It was also suggested that the needs of the urban child be taken into account more systematically in UNICEF's planning of its work; specifically, UNICEF's current and envisaged activities in poor urban areas should be detailed in the next medium-term plan.

166. The Executive Director, commenting on the discussion, appreciated the delegations' concerns and agreed to their suggestions. More systematic consideration would be given to the needs of urban children in UNICEF work plans in accordance with the programme guidelines approved by the Board in 1978 for reaching children in low-income urban areas. This was a field that particularly lent itself to collaboration with bilateral aid agencies and the Executive Director welcomed the possibilities that were emerging in that regard.

Assistance to children and mothers cared for by liberation movements

167. UNICEF assistance was provided in 1978 to refugee mothers and children under the auspices of the liberation movements in Angola, Botswana, Mozambique, Swaziland, the United Republic of Tanzania and Zambia under a commitment approved by the Board at its 1978 session.

168. In southern Africa, there had been increased movement of Namibian and Zimbabwean refugees across the border into neighbouring countries, adding to the severe economic difficulties of those countries. Appeals for help were addressed to the international community to provide the basic necessities for the refugees in the face of a rapidly deteriorating situation.

169. In response to these needs, and also to the relevant resolutions of the General Assembly, the Board approved a recommendation to continue its support of humanitarian assistance to refugee mothers and children under the auspices of liberation movements in southern Africa (E/ICEF/P/L.1907(REC)). Delegations stressed the importance of UNICEF co-operation and the need to do still more both in Africa and in the Middle East. It was agreed that assistance should be increased beyond the emergency and relief level, especially to the liberation movements recognized by the Organization of African Unity, for example, to prepare personnel for work in the sectors of special concern to UNICEF. It was also felt that UNICEF should be prepared to meet a possible large-scale increase in the number of refugee children in the region.

Handicapped children

170. In his general progress report the Executive Director noted that as a result of IYC there was considerable interest in widening the scope of UNICEF's concern with the needs of disadvantaged groups, such as handicapped children (E/ICEF/658 (Part I), para. 15). UNICEF was already providing some assistance in this field and he felt it would be desirable to provide more. This view was shared by a number of delegations.

171. The Executive Director noted that the Board would have before it at its 1980 session a study of measures to improve the quality of life of children in developing countries who had disabilities. This study was being carried out by Rehabilitation International, a non-governmental organization, at UNICEF's request. The Secretary General of Rehabilitation International, in a statement to the Board (E/ICEF/NGO/196), discussed some of the issues and concepts underlying the study. The essential purpose would be to develop recommendations for UNICEF on what could be done to help reach the majority of disabled children in developing countries who live without access to rehabilitation services of any kind. Emphasis would be on simple methods at the community and family levels to find and serve disabled children and to prevent needless disabling by early intervention through existing health, social and educational systems.

172. The Board also had before it a statement by the World Council for the Welfare of the Blind and the International Agency for the Prevention of Blindness (E/ICEF/NGO/100). It stressed the importance of the treatment and prevention of blindness as part of primary health care and the need for a multi-faceted approach to prevent nutritional blindness of children. It expressed the strong hope that UNICEF would give increased attention to the special and non-formal education needs of blind and visually handicapped children. NGOs in the blindness field would be ready to work with UNICEF toward this objective.

Emergency relief and rehabilitation

173. The Programme Committee had before it an information note by the Executive Director reviewing UNICEF relief and rehabilitation assistance policies and describing aid given for this purpose in 1978 (E/ICEF/CRP/79-3). This had been prepared in response to requests by some Board delegates who had expressed concern over the use of general resources for such assistance as approved in 1978 by mail poll in the wake of disastrous flooding in five Asian countries.

174. UNICEF had three main procedures for meeting emergency situations, in co-ordination with the Office of the United Nations Disaster Relief Co-ordinator (UNDRO), which was not itself a funding organization:

- A UNICEF representative could, in agreement with the Government, divert \$25,000 from the country programme for immediate relief purposes. With the approval of UNICEF headquarters, a larger scale rescheduling of commitments approved for longer term programmes could be made to provide for both relief and rehabilitation. This might be advisable because of pressing need and the impossibility of proceeding with a longer term programme without attending to rehabilitation and reconstruction;
- Emergency relief could also be funded from the annual commitment of \$1 million available for use at the Executive Director's discretion. This could be used for smaller-scale requirements, or in order to start operations while other resources were being obtained through mail poll or special appeals;

For larger scale relief and rehabilitation assistance, specific purpose contributions could be sought. When the Secretary-General made an appeal, a portion of the funds received usually came to UNICEF. UNICEF could also receive specific purpose contributions directly following an appeal by the Executive Director. This was often made in conjunction with a recommendation to the Executive Board to use some general resources in order to start assistance operations.

175. In the Committee's discussion, delegations generally expressed satisfaction with UNICEF's record in responding to emergencies. They desired that its flexibility be maintained. At the same time, they felt that emergency assistance, despite its undeniable value, should be limited in extent and should not become a major UNICEF concern, or be charged against general resources to the detriment of basic services. Several delegations stated that their Governments were prepared to make specific purpose contributions for relief and rehabilitation assistance. Where rehabilitation of services was the priority, the Executive Director had more time to solicit contributions. Delegations also suggested that more use be made of special appeals. In cases of acute need, the emergency reserve could be drawn on by the Executive Director, and in this regard there was general agreement that the reserve should be increased.

176. Comments were also made on the use of mail polls in emergency situations. A mail poll necessarily precluded the kind of discussion among Board members, and between Board members and the secretariat, that took place at Board sessions. It was suggested that there was a need for closer consultation when mail polls seemed appropriate to the secretariat. One delegation suggested that an upper limit be set for the amount of assistance which could be approved by mail poll. Others suggested that, rather than approve the recommendations by mail, the Board hold a special meeting at headquarters to consider the proposal.

177. In his reply, the Executive Director agreed to the suggestion that consideration be given to increasing the emergency reserve fund. The possibility of a mail poll should be kept open for another year to maintain flexibility. Should a mail poll be considered, advance consultation would be held with Board delegations in New York. A special meeting of the Board might be held on a mail poll recommendation if delegations so wished.

178. The Executive Director provided the Committee with information on the emergency situations in Uganda and in Kampuchea and the recent earthquakes in Yugoslavia (E/ICEF/CRP/79-27; E/ICEF/CRP/79-28). He informed the Committee of measures already taken with respect to Uganda and possibilities for further assistance. There was much less information available on Kampuchea, and UNICEF proposed to collaborate with the International Committee of the Red Cross, which was planning to send an initial mission to that country in June. The Executive Director appealed to Governments, non-governmental organizations and others concerned to contribute towards relief and rehabilitation assistance in those countries. He had authorized some \$150,000 worth of assistance for relief and rehabilitation services for children in the earthquake-stricken areas of Yugoslavia from his emergency reserve fund.

V. FINANCIAL AND ADMINISTRATIVE MATTERS

Financial situation and financial plan

179. The \$200 million revenue target set by the Board to be attained in 1979 was exceeded in 1978. There was a significant increase in UNICEF support of services benefiting children during the year: expenditures were 29 per cent higher than in 1977. The commitments recommended to the Board at the present session made full use of UNICEF's existing and foreseeable resources, while respecting the liquidity policy approved by the Board in 1978.

Revenue

180. UNICEF revenue totalled approximately \$211 million in 1978. This was \$47 million or 29 per cent higher than in 1977. Three fourths of the revenue, \$160 million, went into general resources. The remaining \$51 million was for supplementary funding of specific projects.

181. Sixty-eight per cent of the revenue came from Governments; 13 per cent from private sources (fund-raising campaigns, greeting card profits, and individual donations); 6 per cent from the United Nations system; and 13 per cent from miscellaneous sources.

182. Not included in the recorded revenue were donations-in-kind delivered through UNICEF in 1978, mainly in the form of children's foods, valued at \$48 million (\$43 million from EEC and the remainder directly from four Governments). Also not counted as revenue was \$21 million handled by UNICEF as funds-in-trust, which were not subject to Board commitment, mainly for reimbursable supply procurement on behalf of Governments, organizations in the United Nations system and non-governmental organizations.

183. Table 2 gives a breakdown of revenue by source for the period 1975 through 1978 and projected for 1979-1980. The medium-term work plan gives over-all revenue projections for 1981-1982. Revenue for 1978 and projected through 1982 is as follows:

	<u>General resources</u>	<u>Supplementary funds</u>	<u>Total</u>
			(in \$US millions)
1978	161	50	211
1979	172	48	220
1980	202	48	250
1981	238	52	290
1982	290	60	350

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Table 2
UNICEF revenue in the period 1970-1980
(in millions of \$US)

	<u>1970</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>	<u>1978</u>	<u>Projected</u>	
						<u>1979</u>	<u>1980</u>
1. <u>General resources income</u>							
(a) Contributions from Governments	34	68	81	92	113	132	153
(b) Contributions from non-governmental sources	7	8	7	7	7	10	12
(c) Greeting Card Operation	4	9	6	11	13	15	20
(d) Other income	<u>3</u>	<u>9</u>	<u>11</u>	<u>12</u>	<u>14</u>	<u>15</u>	<u>17</u>
	<u>48</u>	<u>94</u>	<u>105</u>	<u>122</u>	<u>147</u>	<u>172</u>	<u>202</u>
(e) Net change in value of assets and liabilities due to exchange rates			<u>1</u>	<u>5</u>	<u>13</u>		
			106	127	160		
2. <u>Supplementary funds</u>							
(a) <u>Contributions for specific purposes and funds-in-trust, excluding the United Nations system</u>							
(i) From Governments	7	34	17	25	30	32	32
(ii) From non-governmental sources	<u>3</u>	<u>5</u>	<u>6</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>8</u>
(iii) Total	<u>10</u>	<u>39</u>	<u>23</u>	<u>31</u>	<u>37</u>	<u>40</u>	<u>40</u>
(b) <u>Funds-in-trust from the United Nations system</u>							
(i) UNFPA	1	5	5	3	9	6	6
(ii) Other	<u>—</u>	<u>3</u>	<u>1</u>	<u>3</u>	<u>5</u>	<u>2</u>	<u>2</u>
(iii) Total	<u>1</u>	<u>8</u>	<u>6</u>	<u>6</u>	<u>14</u>	<u>8</u>	<u>8</u>
(c) <u>Total supplementary funds</u>	<u>11</u>	<u>47</u>	<u>29</u>	<u>37</u>	<u>51</u>	<u>48</u>	<u>48</u>
3. <u>Total revenue available for meeting commitments of the Executive Board</u>	<u>59</u>	<u>141</u>	<u>135</u>	<u>164</u>	<u>211</u>	<u>220</u>	<u>250</u>

Breakdown of revenue by source
(in millions of \$US)

(a) From Governments	41	102	98	117	143	164	185
(b) From non-governmental sources	14	22	19	24	27	33	40
(c) From the United Nations system	1	8	6	6	14	8	8
(d) Other income	3	9	11	12	14	15	17
(e) Net change in value of assets and liabilities due to exchange rates	<u>—</u>	<u>—</u>	<u>1</u>	<u>5</u>	<u>13</u>	<u>—</u>	<u>—</u>
Total	<u>59</u>	<u>141</u>	<u>135</u>	<u>164</u>	<u>211</u>	<u>220</u>	<u>250</u>

184. In nominal terms these projections amount to an increase of approximately 75 per cent during the four-year period 1979-1982. In real terms this was less than the 73 per cent increase during the period 1975-1978.

Commitments

185. The larger revenue than foreseen made it possible in 1978 to approve a larger commitment than originally planned, bringing the total to \$351 million. For each of the four years 1979-1982, planned commitments exceed the estimated revenue. This is possible because of the trend to present longer term programmes than in the past, with a substantial proportion of the commitments giving rise to expenditures only in later years, and to be funded from future expected revenues.

186. The medium-term work plan projected \$319 million in commitments from general resources to be submitted to the 1980 Board session. Of this amount \$251 million would be commitments for programmes, most of it to be called forward in 1981 and 1982. The remainder would be for programme support services (\$43 million gross) and administrative services (\$25 million gross - for 1980 and supplementary 1979 estimates and the operational costs of the IYC secretariat). In addition, it was projected that another \$48 million in commitments would be financed from supplementary funds contributed during 1980, bringing total commitments in 1980 to \$367 million.

Expenditures

187. Expenditures from revenue in 1978 increased not only nominally but in real terms over 1977, totalling \$183 million, an amount 29 per cent higher than in 1977. Even allowing for the effect of inflation and exchange rate movements, the 1978 expenditures represented a significant real increase over 1977. Expenditures for programme assistance, totalling \$142 million, consisted of \$111 million for supplies (including freight), and \$31 million for non-supply assistance. Expenditures for programme support services were \$25 million and for administrative services \$16 million (gross).

188. In addition to expenditures related to commitments, other operations (mainly reimbursable procurement, donations-in-kind and greeting card operating expenditures) added some \$75 million to UNICEF's output in 1978, bringing the total financial output to \$258 million.

189. The medium-term plan projected expenditures from revenue to be \$246 million in 1980 (\$43 million from supplementary funds); \$278 million in 1981 (\$46 million from supplementary funds); and \$313 million in 1982 (\$49 million from supplementary funds).

Liquidity

190. UNICEF had a liquidity requirement arising from the following cash flow characteristics: (a) liquid funds were needed to absorb the inevitable differences between the projected and the actual revenue and expenditure of general resources; a two-year period was required to adjust the level of expenditure when required through adjustments in the level of new commitments; and (b) during the first quarter of the year, as little as one tenth of the annual revenue was received, while as much as one third of annual expenditures were incurred. At the beginning of 1980 the liquid resources (liquidity provision) were expected to be approximately equal to the liquidity requirement. The run-down of liquid resources during the first four months of the years 1980-1982 would be of the order of \$50 to \$60 million unless, as indicated in paragraph 202(f), more contributions were paid in the first quarter of the year.

Views of Executive Director

191. In his general progress report the Executive Director expressed his deep appreciation to the Governments, National Committees for UNICEF, non-governmental organizations and the thousands of private groups and individuals who had contributed to the resources of UNICEF.

192. He pointed out that despite the increase in the nominal income of UNICEF in 1978, in real terms - when account was taken of cost inflation, changes in exchange rates and some changes in accounting procedure - the revenue in 1978 was only slightly larger than in 1977.

193. In the light of increased possibilities for effective UNICEF co-operation with developing countries, in part stimulated by IYC, the Executive Director felt that all Governments should conscientiously re-examine their support of UNICEF's work. He especially urged this on Governments which had not increased their support in recent years, as well as those whose increases had not kept up with the rate of inflation.

194. The Executive Director also believed that greater attention should be paid by UNICEF to stimulating contributions from the private sector. While contributions from the public had considerably increased in absolute terms, they had declined somewhat as a percentage of the total.

195. To reach the goals that developing countries were setting for themselves, a significant increase in external assistance from the international community as a whole would be required in the years following IYC. In 1978 the Executive Director had suggested that for UNICEF to be able to play a significant leadership role in the response of the international community, it should have an annual revenue of \$500 million by the mid 1980s. He now more than ever considered this a reasonable goal, particularly if the current rate of inflation was taken into account.

196. In addition the Executive Director felt that UNICEF should pursue the increasing opportunities for seeking effective co-operation with bilateral and other sources of aid for the implementation of programmes which UNICEF could not fund by itself. Some Governments whose budgets for international agencies were limited had resources for bilateral aid which sometimes were not fully used. He felt that UNICEF should increase its efforts to co-operate with the representatives of such Governments in the field in order to examine how some of those resources could be channelled into programmes benefiting children, either through UNICEF or on a bilateral basis. Additionally, UNICEF would give increasing attention to the possibilities of encouraging or arranging financial support by other multilateral agencies and financial institutions for services benefiting children.

197. The Executive Director believed that developments along these lines could greatly improve the prospects of realizing targets of country coverage of services benefiting children in many more countries than would otherwise be possible. UNICEF staff, instead of just helping to prepare programmes in which UNICEF resources were the main external support, would be ready to join in the preparation of programmes that went far beyond UNICEF's financial capacity to assist. Organizations of external co-operation would be invited by the country to contribute to the preparation of the programme, and some, but not necessarily all of them, would help to provide the funding (see paras. 27(c) and 87-91). While this larger task would not, of course, fall on UNICEF alone, it would require a change of approach by UNICEF field staff and there would be some increase in workload (see paras. 208-211).

Views of representatives

198. In the course of the debate in the Board and the Committee on Administration and Finance, there was general agreement that greater resources should be entrusted to UNICEF. While the growth of UNICEF's book revenue was encouraging, world-wide inflation and volatile exchange rates had adversely affected the purchasing power of UNICEF. Several representatives stressed that donors should take this into account so that their contributions would increase in real terms. A number of representatives generally agreed with the need for financial support forecast in the medium-term plan for the years 1980 through 1982.

199. Several representatives of major donor countries stated that it was unlikely that their Governments would be able to continue to increase their contributions at the same rate as in the past; some major donor Governments might even have difficulty in maintaining their contributions at present levels. It was pointed out, moreover, that these Governments were also being approached to bridge gaps in the support of other multilateral development programmes. Attention was drawn to the fact that 80 per cent of government contributions came from 10 Governments. Several delegations stressed that the financial burden of UNICEF's assistance should be more equitably shared by donor countries and that UNICEF should seek important contributions from potential large donors which had not, so far, substantially supported UNICEF's

work. In connexion with UNICEF co-operation with bilateral aid sources, mentioned by the Executive Director (para. 27(c)), it was pointed out that both UNICEF's general experience and that of its field personnel in relevant social development sectors might well provide a valuable contribution to the preparation of comprehensive programmes submitted for bilateral aid funding.

200. A number of views were expressed in connexion with the revenue projections in the medium-term plan (para. 183). Unrealistic targets must be avoided. Effective medium-term planning required good insight into expected revenue; firmer projections could be achieved by obtaining pledges from Governments covering a number of years. The Executive Director should seek models for multi-year contributions to UNICEF. Informal soundings with donors would be valuable to obtain a better indication of what they could be expected to contribute in future years. A distinction should be made between targets for fund raising and projections for financial contributions serving as a basis for financial planning. The plan should indicate areas in which a higher rate of growth than forecast would be possible. Several delegations felt that, in the light of the current situation, conjectures about the rate of revenue increase would likely prove to be over-optimistic and that the revenue targets for 1981-1982 would need to be reviewed.

201. There were several points of view on the possible effects of IYC on the revenue projections beyond 1979. One was that much of the recent increase in revenues could be directly linked to IYC and, therefore, might well not continue. Another was that UNICEF's prospects of obtaining increased funds might improve because of the broadening of interest in children as a result of IYC. A third was that it would be quite contrary to the basic objectives of IYC, and to Board decisions which contemplated an expansion of UNICEF's responsibilities, not to adopt revenue targets which were within the capabilities of donors.

Secretariat explanations of financial plan

202. Incorporated in the medium-term plan was a financial plan (contained in table 3). In the Committee on Administration and Finance a number of questions were raised about various aspects of the financial plan. The replies of the secretariat are summarized below: 21/

(a) The secretariat regarded the estimate of \$220 million revenue for 1979 as soundly based;

(b) The 1980 estimate of \$250 million represented a 14 per cent dollar increase. Unless contributions increased by some 10 per cent per year in money terms, they would be decreasing in real value, on the basis of present price trends;

(c) A portion of revenue estimates could not be substantiated. It was important to include an appropriate unsubstantiated amount in the projections, extending beyond the period covered by pledges and contributions, because good programme preparation took about two years;

21/ They are given in more detail in the report of the Committee on Administration and Finance (E/ICEF/AB/L.204/Rev.1, paras. 24-41).

Table 3
Medium-term work plan 1978-1982
Summary

	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>		<u>Projected</u>	
	<u>1978</u>	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>1982</u>
	(in millions of \$US)					
<u>1. Revenue</u>						
(i) General resources	140	161	172	202	238	290
(ii) Supplementary funds	<u>35</u>	<u>50</u>	<u>48</u>	<u>48</u>	<u>52</u>	<u>60</u>
Total revenue	175	211	220	250	290	350
<u>2. Commitments during year</u>						
(i) Programme commitments						
(a) made at Board sessions	226	226	187	251	194	220
(b) made between Board sessions	<u>35</u>	<u>73</u>	<u>48</u>	<u>48</u>	<u>52</u>	<u>60</u>
Total programme commitments	261	299	235	299	246	280
(ii) Programme support services (gross)	<u>33</u>	<u>33</u>	<u>40</u>	<u>43</u>	<u>49</u>	<u>57</u>
Total assistance commitments	294	332	275	342	295	337
(iii) Administrative services (gross)	<u>19</u>	<u>19</u>	<u>23</u>	<u>25</u>	<u>29</u>	<u>33</u>
Total	313	351	298	367	324	370
<u>3. Call-forwards</u>						
(i) From general resources:						
(a) for assistance	138	156	182	187	231	256
(b) for administrative services (gross)	16	16	20	22	25	29
(ii) From supplementary funds:						
for programme assistance	<u>44</u>	<u>39</u>	<u>42</u>	<u>46</u>	<u>48</u>	<u>55</u>
Total call-forwards	198	211	244	255	304	340
<u>4. Expenditure from revenue</u>						
(i) For programme commitments						
(a) from general resources	105	109	133	144	164	186
(b) from supplementary funds	<u>39</u>	<u>33</u>	<u>44</u>	<u>43</u>	<u>46</u>	<u>49</u>
Total programme expenditure	144	142	177	187	210	235
(ii) For programme support services (gross)	<u>26</u>	<u>25</u>	<u>32</u>	<u>37</u>	<u>43</u>	<u>49</u>
Total expenditure for assistance	170	167	209	224	253	284
(iii) For administrative services (gross)	<u>16</u>	<u>16</u>	<u>20</u>	<u>22</u>	<u>25</u>	<u>29</u>
Total expenditure from revenue	186	183	229	246	278	313
<u>5. Liquidity provision</u>						
Requirement	64		83	82	85	83
Provision held at the beginning of the year	81	91 a/	91	81	83	92
<u>Other operations</u>						
<u>6. UNIPAC</u>						
(i) Supplies shipped to programmes	30	33	40	44	49	55
(ii) Stocks on hand	19	21	22	23	24	25
<u>7. Greeting Card Operation</u>						
(i) Net proceeds of sales	24	24	29	37	43	49
(ii) Operating expenditure	11	11	14	17	17	19
<u>8. Expenditure from non-revenue trust funds</u>						
	14	16	16	16	16	16
<u>9. Donations-in-kind</u>						
	40	40	40	40	40	40

a/ Actual balance held at end of 1978.

(d) Should the revenue estimates for 1980-1982 not be realized, the general principle would be to cut back the dollar value of new commitments being prepared for presentation to the 1980 session by a uniform across-the-board reduction, with consideration for exceptional country situations. In order to try to reduce disturbances to country programmes, other external aid organizations would be approached to see if they could take over support of part of the programme in preparation, either through a noted project or parallel financing. Some countries might have access to other means of financing, permitting them to reduce their requests to UNICEF. There might also be some countries which would be unable to complete programme preparation to the planned level for the 1980 session because of various difficulties;

(e) UNICEF liquidity provision was as low as it could safely be (see para. 190). Contributions paid early in the year would greatly strengthen UNICEF's financial base and in the long term enable it to put its resources to use more rapidly; delays in the payment of contributions would be a factor in making it necessary to reduce commitments;

(f) If more than the estimated revenue was received, some of the noted projects could be financed from general resources.

Conclusion of the Board on financial plan

203. In the light of its discussion on the financial plan contained in the medium-term work plan, and the explanations of the secretariat, the Board adopted the following conclusion on the financial plan:

The Board approved the plan and the preparation of \$251 million in commitments to programmes from general resources to be submitted at the 1980 Board session. This amount would be subject to adjustment if revenue and expenditure differed substantially from the planned amounts. The Board noted the projections for 1981 and 1982, which were subject to revision in the light of further information when the rolling plan was presented at subsequent sessions.

Financial and related reports

204. The Board noted that the Committee on Administration and Finance had reviewed and noted the UNICEF 1978 financial report (E/ICEF/AB/L.197) and the Greeting Card Operation's financial report for the 1977 season (E/ICEF/AB/L.195).

205. The Board also noted that the Committee had reviewed and noted the observations of the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions on the 1977 UNICEF financial report and on the Greeting Card Operation's financial report on its 1976 season, and the comments and action taken by the Executive Director in response to those observations (E/ICEF/AB/L.196).

Administrative management and staffing questions

206. A considerable amount of attention was devoted by the Board and the Committee on Administration and Finance to UNICEF's capacity in terms of administrative management and staffing. 22/

207. Efforts to strengthen the management of UNICEF were part of a long-term process. A number of measures had been taken since the 1978 Board session and others were planned for the future. These involved increased support to field offices through appropriate staffing, training, consultation and services; efforts to improve budget preparation, control and presentation; a continuing emphasis on personnel management and planning; and a refining of financial monitoring. Most of the specific measures taken were improvements and extensions of efforts begun following the management survey which was completed in 1975 and which had led to greater delegation to field offices. This delegation, in the view of the Executive Director, had generally increased UNICEF's capacity to work quickly and efficiently. However, he felt that in some areas, such as the reduction in the responsibilities of the Regional Directors, the pendulum had swung a little too far and there was need for some correction.

208. In addition to the larger workload because of the increasing volume of assistance projected in the medium-term plan (para. 79), there were also qualitative increases. Especially relevant in their implications for personnel planning were the following: greater involvement of UNICEF field officers in working with Governments in the planning and design of long-term programmes as part of over-all development plans, some of which might not involve material aid from UNICEF; outpostting of UNICEF staff to work with subnational authorities at the regional and district levels; greater emphasis on community-based services; co-operation with other sources of external aid in large-scale programmes leading by stages towards country coverage in primary health care and water supply and sanitation services; greater co-ordination at the country level of national, bilateral and multilateral inputs; managing the deployment of assistance within the framework of TCDC, involving more contracts with institutions and use of consultants from developing countries; and greater attention to programme implementation and evaluation and the production of case studies on country programming experiences (see paras. 24, 26(e) and 97-98).

22/ In addition to a section in the medium-term plan on the planning of UNICEF's capacity (E/ICEF/L.1392, paras. 85-114), the Executive Director reported on these matters in part III of his general progress report (E/ICEF/658 (Part III), paras. 30-48); and in the 1980 administrative services and programme support budgets (E/ICEF/AB/L.199).

209. The medium-term plan included a personnel plan giving an over-all indication of the numbers of staff required to meet the anticipated workload during the period 1979-1982. The largest needs were in the areas of programming, planning and the delivery of basic services at the grass-roots level. Where these posts could not be filled by existing staff, active outside recruitment would be undertaken.

210. The Executive Director stated that the section of General Assembly resolution 33/143 on personnel questions relating to the need to recruit more staff members from developing countries and to recruit more women would be observed in UNICEF recruitment, keeping in mind that its implementation should be adapted reasonably to UNICEF needs. In addition, UNICEF had an obligation to seek to recruit men and women from donor countries which were significantly "under-represented" in UNICEF staff relative to the country's contribution to UNICEF. In the Board discussion several delegations emphasized the need to have more women and more nationals from developing countries on UNICEF's staff, particularly in senior levels. Disappointment was voiced that less progress had been made in the last year than in previous years in the recruitment of women for senior positions.

211. In view of the sizable inflow of new staff projected in the personnel plan and the programme trends described above (para. 208), representatives welcomed the staff training plan described in the medium-term plan (E/ICEF/L.1392, paras. 98-100). It was emphasized that staff training especially tailored to changing needs would require sustained attention. The personnel policies adopted would be crucial in ensuring that the best candidates were chosen and that staff members were trained and maintained in the field in a way that protected their health, encouraged their motivation, and widened opportunities for staff development.

Budgets

212. The Committee on Administration and Finance reviewed the 1979 revised and the 1980 administrative services and programme support budget estimates, and the budget estimates for the UNICEF Packing and Assembly Centre in Copenhagen (UNIPAC), for the Greeting Card Operation (GCO) and for the secretariat of the International Year of the Child.

213. The 1980 administrative and programme support budget estimates (E/ICEF/AB/L.199) contained a significant increase in professional and general service staff owing to the substantially increasing workload, for which more staff was needed. The budget document described a number of qualitative changes affecting budget and personnel planning as UNICEF attempted to make its co-operation more effective and more responsive to changing conditions in developing countries (see para. 208). In addition, changes in currency exchange rates and inflation affected both the revised 1979 and the 1980 administrative and programme support budget estimates much more substantially than changes in earlier years.

214. A summary of the various points raised in the Committee on Administration and Finance in connexion with the review of the budget was set forth in the Committee report (E/ICEF/AB/L.204/Rev.1). These concerned the distinction between administrative services and programme support costs (para. 54), the use of project personnel (paras. 55-62), personnel policy (paras. 73-76) and headquarters office accommodation (para. 17); and the cost of administrative services (paras. 63-72).

215. In connexion with the last point most delegations said they considered UNICEF to be generally efficient; several believed that it was one of the more efficient organizations in the United Nations system. Some of these delegations, however, while recognizing that the programme workload was increasing substantially, thought that the increases requested in administrative services were too large; UNICEF should be labour-intensive only in its field operations. Several delegations expressed strong concern about the rate of increase in UNICEF's administrative costs (see para. 34).

Board approval of budgets

216. In accordance with the recommendations of the Committee, the following action was taken by the Board:

(a) Adoption of the draft resolution on revised 1979 administrative services and programme support budget estimates, as set out in document E/ICEF/AB/L.198;

(b) Adoption of the draft resolution on the 1980 administrative services and programme support budget estimates, as set out in document E/ICEF/AB/L.199 (in this connexion, however, see sub-para. (e) and para. 219 below relating to the IYC secretariat budget estimates);

(c) Adoption of the draft resolutions on the revised 1979 and the 1980 budget estimates of the UNICEF Packing and Assembly Centre in Copenhagen (UNIPAC) as set out in document E/ICEF/AB/L.200;

(d) Adoption of the draft resolutions on greeting card budget estimates for the 1979 season and a provision for advance costs for the 1980 season, as set out in document E/ICEF/AB/L.202;

(e) Adoption of the revised 1979 and 1980 budget estimates of the operational costs of the IYC secretariat as set out in document E/ICEF/AB/L.203, subject to a review by the Executive Director of possible economies and also the feasibility of having the UNICEF administrative budget bear part of the IYC estimates for 1980.

217. The commitments approved by the Board for the administrative services and programme support budgets are set out in annex III. The Committee's discussion on the UNIPAC budget estimates is summarized in the Committee's report in paragraphs 81 to 87, and on the GCO in paragraphs 88 to 98.

218. The Committee requested two reports for its 1980 session: (a) a report on steps taken to improve the capacity and efficiency of UNIPAC and its relation to the whole supply operation (see also para. 108); and (b) a report on the possibilities of greeting card production in developing countries where there were large sales.

219. In connexion with the operational costs of the IYC secretariat the Executive Director was requested to make every effort to absorb as much as possible of the commitment of \$804,000 for 1980 into the 1980 UNICEF administrative services budget and report on this at the 1980 Board session. The discussion in the Committee on Administration and Finance on the IYC secretariat budget is summarized in the Committee's report (E/ICEF/AB/L.204/Rev.1, paras. 99-108).

Pension provision for Executive Director on retirement

220. A pension provision for the Executive Director on his retirement was recommended by the Committee on Administration and Finance and approved by the Board as follows:

(a) In view of the exceptional circumstance that provision has not been made for a pension for the retiring Executive Director after a long period of service in the United Nations system, the Executive Board decides to provide a pension, as of his retirement on 31 December 1979, equivalent in amount and terms to what would have been provided for his 14 years and 7 months of service with UNICEF, if he had been a member of the United Nations Joint Staff Pension Fund.

(b) On the basis of information provided by the staff of the Pension Board, the Executive Director will pay UNICEF \$63,659, representing his contribution with interest, and UNICEF will provide for a pension currently equivalent to \$24,577 annually with cost-of-living adjustment and widow's benefit.

(c) This decision is taken in view of the exceptional circumstances of the case and shall not constitute a precedent for future practice.

221. The Committee's discussion of the matter is reflected in the report (E/ICEF/AB/L.204/Rev.1, paras. 109-112). One delegation objected to the procedure adopted for resolving an inequity and therefore disassociated itself from the Board's consensus on the action.

VI. OTHER

Co-operation with UNICEF National Committees and non-governmental organizations

National Committees for UNICEF

222. The National Committees for UNICEF, which normally are organized in countries not having programmes in which UNICEF co-operates, play an important role in helping to generate a better understanding of the needs of children in developing countries and public support for the work of UNICEF. Preparation for IYC was the dominant theme in the activities during the past year of most National Committees for UNICEF. This had given fresh impetus to the Committees' long-standing activities of advocacy, providing information, development education, selling greeting cards and numerous fund-raising activities. Preparation for IYC also involved a host of events and new activities which, in many cases, included participation in or close co-operation with National Commissions for IYC.

223. Progress was made during the year in development education which was designed to better inform children, teachers and parents in the industrialized nations about the lives of children in developing countries. Many Committees were planning to reinforce development education during IYC and beyond. A draft document entitled "The Specific Character of UNICEF" had been prepared in connexion with the Annual Reunion of European National Committees, held in London in April 1979. This document was expected to be of considerable value to the Committees in their educational efforts about the work of UNICEF.

Non-governmental organizations

224. The great interest of the NGO community in contributing to the success of IYC had led to a substantial increase of NGO activities related either in whole or in part to UNICEF. This included a number of NGOs which heretofore had had little or no contact with UNICEF.

225. Efforts by international NGOs had also increased to encourage their affiliates in developing countries to explore with UNICEF field staff areas of co-operation in country programmes benefiting children. There had been an especially noteworthy development with regard to NGO participation in primary health care (see para. 118 above).

226. In a statement to the Board (E/ICEF/NGO/191) the Chairman of the NGO Committee on UNICEF noted that while NGO co-operation with UNICEF was long-standing, the references to it in a number of documents before the Board were a welcome recognition of a growing programme relationship in fields such as nutrition, clean water, immunization, family self-reliance and other basic services. This included working through women's organizations and other NGOs

to overcome obstacles in project implementation, particularly where government administrative machinery in districts or provinces was new or understaffed, as well as mobilizing community support and participation in new development projects (see also para. 100).

227. Two non-governmental organizations submitted statements on work with handicapped children (see paras. 171-172). Several other non-governmental organizations also submitted statements relating to substantive aspects of the Board's deliberations. 23/

Preparation for the 1980 and subsequent Board sessions

Conduct of business

228. The Board had before it a note by the Executive Director prepared prior to the 1979 session on plans for the conduct of business (E/ICEF/L.1393). At the end of its session it reviewed the experience at the session in relation to plans for the 1980 and subsequent sessions.

Documentation

229. Board members generally commended the secretariat for the quality of the documentation and the efforts made to make it less voluminous and easier to read. The basic reference document entitled "An overview of UNICEF policies, organization and working methods" (E/ICEF/CRP/79-2) helped reduce the need for general explanations. The size of the general progress report and of the budget estimates for administrative services and programme support had been substantially reduced.

230. A major change was made through the preparation of country programme profiles which attempted to provide in one paper all the information needed by the Board pertaining to a particular country in which UNICEF co-operated in programmes. The profiles were felt to be useful not only to the delegations but also to various governmental ministries and others interested in social development. Suggestions were made for further improvement of the profiles (see para. 103).

23/ (a) Statements relating to child nutrition and maternal and child health: Associated Country Women of the World (E/ICEF/NGO/190); Friends World Committee for Consultation (E/ICEF/NGO/189); International Planned Parenthood Federation (E/ICEF/NGO/192);

(b) Statement on consumer education and protection: International Organization of Consumers Unions (E/ICEF/NGO/194);

(c) Statement on problems of children and families arising from intercountry movement: International Social Service (E/ICEF/NGO/193);

(d) Statement on resources needed by voluntary agencies: International Union of Child Welfare (E/ICEF/NGO/197).

231. The lack of availability of some documents in various language versions was a matter of concern to Board members, and the need for a solution to this continuing problem was emphasized.

232. In the light of General Assembly resolution 33/56 of 14 December 1978, relating to meeting records - to which attention had been drawn by the Secretary of the Board (E/ICEF/CRP/78-18) - the Board agreed to dispense with summary records for the Programme Committee beginning with its 1980 session, on the understanding that records would be provided, when requested, for specific agenda items of a policy nature.

Proceedings

233. Several measures were taken to streamline Board and Committee proceedings. Since the Board's general debate included consideration of programme trends and perspectives, there was no general debate in the Programme Committee. In both the Board and the Committee on Administration and Finance, several related subjects were discussed together.

234. In the review by the Programme Committee of its working methods, there was consensus, on the one hand, that the presentation and discussion of programme proposals by continent, resorted to because of time limitations, gave the Committee a broader view of UNICEF co-operation, and that the limited time for presentation and discussion led the Committee to concentrate on major issues concerning implementation and policy. On the other hand, questions of a more specific or technical nature could not be adequately covered. Neither was it possible to have full details from the field staff on different programmes.

235. Committee members agreed that the time limit set for interventions had facilitated the work of the Committee and suggested that this practice be continued, with respect to both delegations and secretariat. However, the Committee would require a period of three days to cover its work adequately. Some representatives were of the opinion that questions of a more technical nature could be dealt with by the secretariat outside the Committee proceedings. The Committee recommended that an in-depth discussion should take place each year on at least one programme recommendation, alternating among the regions, touching on all aspects of programme co-operation.

Reports to be presented

236. Based upon decisions at earlier sessions and at the present session, the following reports will be submitted to the Board at its 1980 session:

- IYC: final report;
- Possible lines for future UNICEF action in follow-up of IYC (para. 74(a) to (e));
- Assessment of UNICEF's co-operation in education services (para. 160);

- Women in the development process in relation to the well-being of children (para. 163);
- Measures to improve the quality of life of children with disabilities in developing countries (para. 171);
- Problems of programming and budget: second report of Inspector Bertrand (para. 58(d));
- Possibilities of production for the Greeting Card Operation in developing countries where there are large sales (para. 218);
- Steps taken to improve the capacity and efficiency of UNIPAC and its relation to the whole supply operation (para. 218).

237. The following reports will be submitted at the 1981 session:

- Implications of the new international development strategy for the follow-up of IYC (para. 74(k) and (l));
- Progress report on primary health care (para. 119(j));
- The decision-making process within countries for the achievement of the objectives of primary health care (para. 119(j));
- Assessment of the basic services approach (decided in 1978).

238. A proposal was made for a report at a future session on problems and organization of work at the local level, including subnational areas. While no decision was made at what session the report was to be submitted, because of its relation to basic services consideration will be given to combining it with the basic services report to be submitted in 1981.

239. For the 1982 session, a report will be prepared on services benefiting children in low-income urban areas.

Annex I

Declaration on attention to children in Latin America and the Caribbean, Mexico, 1979 (Declaration of Mexico)

The representatives of the Governments of Latin America and the Caribbean, assembled in Mexico City under the auspices of the UNICEF Executive Board and in the International Year of the Child for the Special Meeting on the Situation of Children in Latin America and the Caribbean, held from 16 to 18 May 1979, considered the situation of children in that region taking into account the heterogeneity of conditions in the countries. They expressed disapproval of the social and economic conditions in which children live and of the unsatisfactory way in which these conditions are evolving, and also their concern for the future and their determination to improve this situation, which is becoming critical for the disadvantaged in rural and urban areas.

This situation may be attributed above all to the meagre possibilities for full development of the child's potentials, which is evident in the majority of countries, through such problems as high rates of mortality and morbidity, malnutrition, low levels of school attendance, inadequate housing and the persistent and sometimes irreversible consequences of these factors.

Whereas in some countries the rates of infant mortality have fallen below 50 per thousand live births, in others they remain above 100. However, within these countries there are pockets where the rates are even higher even though five out of six child deaths are technically avoidable. Although remarkable progress has been achieved in the prevention of certain diseases, a high rate of morbidity persists among the child population, due mainly to unequal economic, social and environmental conditions.

In twelve countries of the region, the prevalence of malnutrition among children below five years of age exceeds 40 per cent. In the majority of cases the problem arises not from the lack of food or the capability to produce it, but from ignorance and the low purchasing power of the adult populations, as well as from poor medical and sanitary conditions.

Living conditions in the slums and makeshift housing of the marginal areas and the still-primitive types of rural housing do not reach minimum levels of shelter and hygiene, and affect family life. The widespread lack of drinking water, of waste disposal facilities and of other essential services has a deleterious effect on the health and development of children.

Spontaneous migration to the towns and temporary work areas involves mainly young people and families with small children and frequently obliges them to live in adverse conditions which seriously jeopardize family unity.

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Annex I (continued)

As a result of the low level of school coverage, unsuitable formal systems of education and the high drop-out rate, as well as adverse factors in the social and family environment, the education of the majority of children in the region is inadequate and non-functional.

The exploitation of child labour is another factor which aggravates the disadvantaged situation of our children.

The consequent retardation in their biological, intellectual, social and cultural growth, often irredeemable, jeopardizes their own future and that of society itself.

Various pilot schemes and activities being carried out for the education and development of the child and the family are in urgent need of continuing review and self-evaluation in order to ensure that the objectives can be fully attained and their expansion to full coverage achieved.

There was recognition of the need to study each country's over-all structure in greater depth and to analyse its negative components in terms of their effect on the well-being of children.

The activities carried out by countries for the benefit of children should be aimed at changing the socio-economic factors which give rise to these problems.

The international community's undertaking to establish the new international economic order must also include the formulation and implementation of policies geared towards protecting and developing the human resources represented by the younger generations. Hence, the action of Governments and national communities and international co-operation must be concordant in order to attain that objective and ensure that such actions are effective and have long-lasting effects.

The responsibility for improving child and family welfare is of equal importance to the responsibility for promoting greater national economic and social development. Both tasks not only have identical purposes, they are also part of integrated action to further human development. In addition, the importance of children as a generation cannot be excluded from social progress since they constitute 41 per cent of the total population of Latin America and the Caribbean. At the beginning of the twenty-first century, the children of today will be between 20 and 34 years of age and will participate to a large extent in the implementation of the national processes now at the planning stage.

There is a need to give greater impetus to the development of national planning, particularly social planning, in those institutional, methodological and operational aspects that would make it possible to formulate social, global and sectoral policies that will enhance child development.

Annex I (continued)

Plans, policies and programmes become empty, repetitious statements of intent unless they are matched by properly budgeted resources and financing whose flow is commensurate with the implementation of the activities. The institutions and people that draw up national, regional and sectoral budgets also have the responsibility to support the policies and programmes for the benefit of children in a practical way.

The execution of plans and programmes and the efficient use of budget resources to meet the needs of children presuppose the establishment of administrative structures and the organization of functions and responsibilities at the national, regional and local levels. Co-ordination of services and sectors increases to a maximum the impact of resources. This co-ordination must be based on a conceptual integration of objectives and mutual support in carrying out activities, and should not entail the establishment of administrative bodies that are inoperative.

It is advisable to identify and make better use of existing institutional and human resources in order to establish appropriate machinery for the dissemination of experience and knowledge with a view to avoiding any waste of time or effort.

The participation of the community in general development activities and in the delivery of services to children offers a rich source of additional resources and an effective means of co-ordinating the activities of public and private institutions. It should be borne in mind that community participation is not a substitute for the responsibilities of Governments nor does it release them from these responsibilities.

International co-operation is a further means of promoting child development. International organizations and agencies, both public and private, have very clearly defined responsibilities in this field and should support the plans, policies and programmes that Governments may decide to undertake for the benefit of children and for social development.

It was considered that only to the extent that society assumes responsibility for the welfare of the family and creates decent living conditions will the latter be successful in discharging its own responsibilities in the education and development of children.

Emphasis was also laid on the desirability of a dynamic and frequent interchange among countries of their experiences of child care activities which might serve to support, in useful areas and in keeping with the circumstances peculiar to each State, the implementation of child and family development programmes and projects. It was deemed advisable to strengthen co-operation among the countries of the region through bilateral and multilateral agreements.

Annex I (continued)

The countries of the region reiterated the necessity to carry out national programming of activities with a view to dealing gradually with the basic problems of children, in accordance with the prevailing circumstances and factors, by setting short-term, medium-term and long-term objectives and targets. The countries of the region should continue to carry out periodic self-evaluations of their programmes and disseminate their results through meetings to be held every five years.

The representatives of the Governments of Latin America and the Caribbean declared themselves ready, as part of their increased concern for the future well-being of their children, in this International Year of the Child, to carry out national programmes of action, with the active participation of the community and in such a way as to ensure to their children at the turn of the century the full enjoyment of the basic services.

In the light of the financial constraints on certain Governments and of the very heavy load which the implementation of so meaningful a target would require, it is recommended that, where appropriate, international agencies, and Governments (through bilateral assistance), should be urged to give every assistance to countries in the pursuit of this objective.

The representatives of the Governments of Latin America and the Caribbean reaffirmed their responsibility and their commitment with regard to intensifying joint action to benefit the child and the family, so that they may fully enjoy their basic rights, in accordance with the purposes and principles of the Charter of the United Nations and the Declaration of the Rights of the Child.

The desire was reaffirmed that the International Year of the Child would not remain as an isolated event benefiting the child. The International Year of the Child must consolidate and be the beginning of new and more profound actions of Governments and of national communities with the support which they may request from international organizations, directed to achieving immediate and real advances in attention to all children.

The stocktaking carried out at this Meeting reaffirms the need to define an integrated approach to the problem of children in Latin America and the Caribbean with permanent solutions in which expediency does not override important issues, solutions that culminate in the consolidation of a human society in which peace, freedom, law, justice and reason prevail.

Annex II

Summary of commitments approved by the Executive Board
at its May 1979 session
by region and main field of aid a/
(in thousands of US dollars)

	Africa	The Americas	East Asia and Pakistan	South Central Asia	Eastern Mediterranean	Inter-regional	Total	Per cent
Child health	17 248	1 755	30 478	3 060	6 002	5	58 548	31.5
Water supply and sanitation	3 676	965	17 223	1 980	2 860	--	26 704	14.4
Child nutrition	2 315	1 771	15 254	240	704	10	20 294	10.9
Social welfare services for children	4 567	2 211	7 261	500	2 725	--	17 264	9.3
Formal education	9 966	941	11 522	2 910	2 617	--	27 956	15.0
Non-formal education	2 360	1 979	5 487	--	300	--	10 126	5.4
General b/	2 493	2 974	9 824	1 310	1 592	6 850	25 043	13.5
Sub-total programme aid	42 625	12 596	97 049	10 000	16 800	6 865	185 935	100.0
Deficits	119	--	--	19	214	30	382	
Programme support c/	9 964	4 368	8 177	5 223	4 569	7 827	40 128	
Total assistance	52 708	16 964	105 226	15 242	21 583	14 722	226 445	
Administrative services						23 181	23 181 d/	
Operational costs: IYC secretariat						1 750	1 750	
Total new commitments	52 708	16 964	105 226	15 242	21 583	39 653	251 376	
Cancellations	(224)	(1)	(5)	--	--	(10)	(240)	
Commitment after cancellations	52 484	16 963	105 221	15 242	21 583	39 643	251 136	

a/ In addition to these commitments, commitments as the result of previous action by the Board planned for future fulfilment totalled \$418 million.

b/ This amount cannot be broken down into the above categories. It includes \$1 million for emergency reserve under heading "interregional".

c/ Comprising \$37,157,000 for 1980 and \$2,971,100 supplementary budget for 1979.

d/ Comprising \$21,929,000 for 1980 and \$1,251,800 supplementary budget for 1979.

Annex III

Commitments and notings approved by the Board at its May 1979 session, by country
(in US dollars)

Region/country	Document number E/ICEF/	For the period	Amount for commitment	Amount for "noting"
AFRICA				
Burundi	P/L.1806(REC)	1979-81	-	2 500 000
Cape Verde	P/L.1826(REC)	1979-81	417 840 <u>a/</u>	160 000
Chad	P/L.1828(REC)	1979-80	1 500 000	-
Comoros	P/L.1807(REC)	1979-81	600 000	300 000
Congo	P/L.1829(REC)	1979-81	-	300 000
Djibouti	P/L.1808(REC)	1979-81	207 000 <u>b/</u>	-
Equatorial Guinea	P/L.1830(REC)	1979	50 000	-
Ghana	P/L.1833(REC)	1979-80	1 107 559 <u>c/</u>	-
Guinea	P/L.1834(REC)	1979-83	4 940 000	500 000
Guinea-Bissau	P/L.1835(REC) and Corr.1 (Eng. only)	1979-81	445 000	1 115 000
Liberia	P/L.1837(REC)	1979-82	1 550 000	-
Madagascar	P/L.1812(REC)	1979-81	2 717 000	1 000 000
Malawi	P/L.1813(REC)	1979-81	471 000	-
Mali	P/L.1838(REC)	1979-81	3 750 000	1 500 000
Mauritania	P/L.1839(REC)	1979-81	988 828 <u>d/</u>	-
Mauritius	P/L.1814(REC)	1979-81	527 000	-
Morocco	P/L.1849(REC)	1979-80	2 300 000	-
Mozambique	P/L.1815(REC)	1979-80	1 000 000	-
Nigeria	P/L.1823(REC)	1979-80	3 378 000	-
Senegal	P/L.1842(REC)	1979-83	1 305 000	742 000
Seychelles	P/L.1817(REC)	1980-82	160 000	-
United Republic of Tanzania	P/L.1821(REC)	1980-82	12 305 000	4 609 000
Regional:				
Village technology	P/L.1903(REC)	1979-80	485 000	-
Liberation movements	P/L.1907(REC)	1979-80	2 100 000	-
Pan African Institute	P/L.1904(REC)	1979-80	440 000	-
TOTAL, AFRICA			42 744 227	12 726 000

a/ Includes \$45,840 commitment to cover deficit incurred under previous commitment.

b/ Includes \$7,000 commitment to cover deficit incurred under previous commitment.

c/ Includes \$57,559 commitment to cover deficit incurred under previous commitment.

d/ Includes \$8,828 commitment to cover deficit incurred under previous commitment.

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Annex III (continued)

Region/country	Document number E/ICEF/	For the period	Amount for commitment	Amount for "noting"
<u>AMERICAS</u>				
Barbados	P/L.1883(REC)	1979-1981	129 000	-
Brazil	P/L.1882(REC)	1979	390 000	-
Colombia	P/L.1885(REC)	1979-80	1 400 000	-
Dominica	P/L.1883(REC)	1979-81	60 000	30 000
Dominican Republic	P/L.1888(REC)	1979-82	1 750 000	-
Ecuador	P/L.1889(REC)	1979-80	530 000	-
El Salvador	P/L.1890(REC)	1979-82	1 400 000	750 000
Grenada	P/L.1883(REC)	1979-81	78 000	40 000
Guyana	P/L.1892(REC)	1979-80	150 000	-
Honduras	P/L.1894(REC)	1979-83	1 500 000	1 500 000
Mexico	P/L.1896(REC)	1979-80	600,000	-
Nicaragua	P/L.1897(REC) and Corr.1	1979-81	525 000	-
Panama	P/L.1898(REC)	1979-82	520 000	-
Paraguay	P/L.1899(REC)	1979-81	600 000	400 000
Peru	P/L.1900(REC)	1979-82	2 000 000	1 250 000
St. Kitts-Nevis-Anguilla	P/L.1883(REC)	1979-81	39 000	20 000
Subregional:				
Basic educational needs	P/L.1905(REC)	1979-82	550 000	-
Training of rural managers in Central America and Panama	P/L.1909(REC)	1979-80	375 000	-
Family centres of education for development in Central America and Panama	P/L.1908(REC)	1979-81	-	750 000
TOTAL, AMERICAS			12 596 000	4 740 000
<u>ASIA</u>				
Afghanistan	P/L.1873(REC)	1979-80	-	3 517 000
Bangladesh	P/L.1861(REC)	1979-80	-	7 500 000
Bhutan	P/L.1874(REC) Corr.1	1979-81	-	1 400 000
Burma	P/L.1862(REC)	1979-80	-	4 000 000
Indonesia	P/L.1863(REC)	1979-83	55 000 000	5 000 000
Lao People's Dem. Rep.	P/L.1864(REC)	1979-81	2 750 000	2 050 000
Malaysia	P/L.1865(REC)	1979-81	2 400 000	-
Nepal	P/L.1878(REC)	1979-81	18 787 e/	3 320 000
Pakistan	P/L.1867(REC)	1979-81	24 000 000	8 000 000
Philippines	P/L.1869(REC)	1979-80	2 165 000	-

e/ Commitment to cover \$18,787 deficit incurred under previous commitment.

Annex III (continued)

Region/country	Document number E/ICEF/	For the period	Amount for commitment	Amount for "noting"
<u>ASIA</u> (cont'd)				
Sri Lanka	P/L.1879(REC)	1979-83	10 000 000	4 000 000
Thailand	P/L.1871(REC)	1979-82	9 800 000	4 000 000
Regional:				
Asia and the Pacific social development planning and programming	P/L.1910(REC)	1970-81	<u>934 000</u>	<u> </u>
TOTAL, ASIA			107 067 787	42 787 000
<u>EASTERN MEDITERRANEAN</u>				
Democratic Yemen	P/L.1852(REC)	1979-80	1 100 000	4 150 000
Egypt	P/L.1853(REC)	1979-82	4 400 000	7 450 000
Jordan	P/L.1854(REC)	1979-81	1 329 756 <u>f/</u>	1 000 000
Sudan	P/L.1857(REC)	1979-82	7 100 000	4 300 000
Syrian Arab Republic	P/L.1858(REC)	1979-81	1 883 980 <u>g/</u>	1 500 000
Turkey	P/L.1860(REC)	1979-81	<u>1 200 000</u>	<u> </u>
TOTAL, EASTERN MEDITERRANEAN			17 013 736	18 400 000
<u>INTERREGIONAL</u>				
Interregional Fund for Programme Preparation	P/L.1803(REC)	1980-81	5 850 000	
Maurice Pate Memorial Award	P/L.1906(REC)	1980	15 000	
Emergency reserve	P/L.1902(REC)	1980	1 000 000	
Commitment to cover deficits	P/L.1804(REC)		<u>29 956</u>	<u> </u>
TOTAL, INTERREGIONAL			6 894 956	-
Total programme assistance			186 316 706	78 653 000

f/ Includes \$129,756 commitment to cover the deficit due to freight charges on cost-free milk during 1974-1977.

g/ Commitment to cover \$18,787 deficit incurred under previous commitment.

Annex III (continued)

	Amount for commitment	Amount for "noting"
Programme support services:		
1980 budget	37 157 000	
1979 supplementary budget	<u>2 971 100</u>	
Total assistance	226 444 806	
Administrative services:		
1980 budget	21 929 000	
1979 supplementary budget	1 251 800	
Operational costs: IYC secretariat	<u>1 750 000</u>	
Total new commitments	251 375 606	
Savings (cancellations) ~ E/ICEF/P/L.1804(REC)	<u>(239 810)</u>	h/
Net increase in commitment	<u>251 135 796</u>	<u>i/ 78 653 000</u>

h/ Includes \$2,209 savings recommended for cancellation in the country programme profiles E/ICEF/P/L.1823(REC) and E/ICEF/P/L.1899(REC).

i/ This total differs from the total new commitment included in the medium-term work plan (E/ICEF/L.1392) because IYC operational costs were not included in the latter.

Annex IV

Summary of notings by main field of aid

	Unfunded balance of previous notings <u>1 Jan. 1979</u> (a)	New notings approved by the Board at its May <u>1979 session</u> (b)	Total (a + b)	<u>% of notings</u>
	- in thousands of US dollars -			
Child health	23 358	9 079	32 437	19.9
Water supply and sanitation	35 476	46 809	82 285	50.4
Child nutrition	2 373	9 044	11 417	7.0
Social welfare services for children	4 754	4 326	9 080	5.5
Formal education	16 885	7 560	24 445	15.0
Women's education and other	<u>1 804</u>	<u>1 835</u>	<u>3 639</u>	<u>2.2</u>
Total	<u>84 650</u>	<u>78 653</u>	<u>163 303</u>	<u>100.0</u>

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Annex V
Contributions from Governments for 1977 and 1978
(in thousands of US dollar equivalents)

Column (1) shows contributions for general resources. Column (2) shows contributions for specific purposes (details in annex IV: for 1977 in document E/ICEF/654, and for 1978 in this document). Column (3) refers to cash contributions from Governments in UNICEF-assisted countries towards local costs of UNICEF field offices.

Governments	1978				1977			
	General resources (1)	Specific purposes (2)	Local costs (3)	Total (4)	General resources (1)	Specific purposes (2)	Local costs (3)	Total (4)
Afghanistan	25.0			25.0	2.5			2.5
Algeria	95.4			95.4	85.0		72.7	157.7
Argentina	115.0			115.0	115.0			115.0
Australia	2,053.4			2,053.4	1,325.3			1,325.3
Austria	478.1			478.1	426.4			426.4
Bahamas	3.0			3.0	3.0			3.0
Bahrain	7.5			7.5	20.1			20.1
Bangladesh	4.8			4.8	1.0			1.0
Barbados	4.5		0.5	5.0	4.5		0.5	5.0
Belgium	1,000.0			1,000.0	742.8			742.8
Belize	0.5			0.5	0.4			0.4
Bhutan	2.0			2.0	1.5			1.5
Bolivia	16.0			16.0	16.0			16.0
Botswana	4.7		2.4	7.1	4.4		2.2	6.6
Brazil	85.0			85.0	85.0			85.0
British Virgin Islands	-			-	0.1			0.1
Brunei	-			-	8.1			8.1
Bulgaria	51.4			51.4	51.4			51.4
Burma	54.9		70.0	124.9	52.3		56.5	108.8
Byelorussian Soviet Socialist Republic	81.8			81.8	74.6			74.6
Canada	6,637.7	51.3		6,689.0	6,190.5	2,101.1		8,291.6
Chad	2.1			2.1	-			-
Chile	160.0		10.0	170.0	150.0		1.7	151.7
Colombia	365.0		16.9	382.5	250.0		18.3	268.3
Costa Rica	30.0			30.0	30.0			30.0
Cuba	-			-	100.0			100.0
Cyprus	1.0			1.0	0.5			0.5
Czechoslovakia	93.1			93.1	65.4			65.4
Democratic Yemen	4.0			4.0	3.0			3.0
Denmark	3,894.3	1,124.6		5,018.9	2,619.8	2,518.3		5,138.1
Dominican Republic	10.0			10.0	1.0			1.0
Ecuador	37.5			37.5	25.0			25.0
Egypt	78.6		6.1	84.7	78.6		6.1	84.7
Ethiopia	21.9		27.7	49.6	32.8		28.1	60.9
Fiji	2.0			2.0	2.0			2.0
Finland	829.3			829.3	766.6			766.6
France	1,876.3			1,876.3	1,743.6			1,743.6
Gabon	-			-	25.7			25.7
Gambia	-			-	4.9			4.9
German Democratic Republic	130.2			130.2	116.7			116.7
Germany, Federal Republic of	4,140.3			4,140.3	3,418.8			3,418.8

Annex V (continued)

Contributions from Governments for 1977 and 1978
(in thousands of US dollar equivalents)

Governments	1978				1977			
	General resources (1)	Specific purposes (2)	Local costs (3)	Total (4)	General resources (1)	Specific purposes (2)	Local costs (3)	Total (4)
Ghana	34.8			34.8	20.9			20.9
Greece	100.0			100.0	90.0			90.0
Grenada	0.7			0.7	-			-
Guatemala	30.0		1.1	31.1	30.0		0.7	30.7
Guinea	-			-	37.5			37.5
Guyana	5.3			5.3	5.3			5.3
Haiti	5.0			5.0	5.0			5.0
Holy See	1.0			1.0	1.0			1.0
Honduras	20.0			20.0	20.0			20.0
Hong Kong	-		6.3	6.3	13.6		6.2	19.8
Hungary	15.4			15.4	14.4			14.4
Iceland	15.4			15.4	17.8			17.8
India	1,341.5		219.5	1,561.0	1,264.4		206.9	1,471.3
Indonesia	250.0		256.0	506.0	250.0		371.2	621.2
Iran	-			-	1,000.0		8.0	1,008.0
Iraq	-			-	243.2			243.2
Ireland	297.4	48.3		345.7	211.3	53.9		265.2
Israel	45.0			45.0	45.0			45.0
Italy	476.2			476.2	452.0			452.0
Ivory Coast	13.6		79.5	93.1	12.4		52.1	64.5
Jamaica	10.7			10.7	9.4			9.4
Japan	2,613.3			2,613.3	2,352.0			2,352.0
Jordan	16.3			16.3	15.5			15.5
Kenya	3.7		15.4	19.1	17.2		14.4	31.7
Kuwait	-			-	100.0			100.0
Lao People's Dem. Rep.	4.5			4.5	4.5			4.5
Lebanon	33.7			33.7	-			-
Lesotho	1.6		0.5	2.1	1.5		0.5	2.0
Liberia	20.0			20.0	20.0			20.0
Libyan Arab Jamahiriya	35.2		8.4	43.6	35.2		8.4	43.6
Liechtenstein	2.0			2.0	2.0			2.0
Luxembourg	20.6			20.6	17.5			17.5
Madagascar	11.9			11.9	11.4			11.4
Malawi	2.2			2.2	2.4			2.4
Malaysia	82.5		17.7	100.2	78.4		16.0	94.4
Maldives	2.5			2.5	2.0			2.0
Mali	-			-	6.0			6.0
Malta	5.4			5.4	4.8			4.8
Mauritania	6.8			6.8	6.6			6.6
Mauritius	4.7			4.7	4.2			4.2
Mexico	200.0		77.2	277.2	200.0		63.7	263.7
Monaco	3.1			3.1	3.0			3.0
Monrovia	3.1			3.1	3.0			3.0
Morocco	-			-	55.0		30.0	85.0

Annex V (continued)

Contributions from Governments for 1977 and 1978
(in thousands of US dollar equivalents)

Governments	1978				1977			
	General resources (1)	Specific purposes (2)	Local costs (3)	Total (4)	General resources (1)	Specific purposes (2)	Local costs (3)	Total (4)
Nepal	5.1		2.5	7.6	4.8		2.4	7.2
Netherlands	8,252.2	2,500.0		10,752.2	4,374.8	5,000.0		9,374.8
New Zealand	721.6			721.6	673.1	60.0		733.1
Nicaragua	-			-	-			-
Niger	2.3			2.3	-			-
Nigeria	204.2			204.2	-			-
Norway	10,520.7			10,520.7	8,312.6			8,312.6
Oman	50.0			50.0	50.0			50.0
Pakistan	75.4		70.7	146.1	75.5		141.4	216.9
Panama	22.0			22.0	22.0			22.0
Parua New Guinea	7.5			7.5	-			-
Paraguay	-			-	10.0			10.0
Peru	121.7			121.7	119.8			119.8
Philippines	413.7		123.3	537.0	206.9		72.4	279.3
Poland	348.7			348.7	332.1			332.1
Portugal	10.0			10.0	10.0			10.0
Qatar	200.0			200.0	200.0			200.0
Republic of Korea	72.0		28.0	100.0	51.4		28.0	79.4
Romania	12.5			12.5	12.5			12.5
Rwanda	3.0			3.0	3.0			3.0
St. Kitts-Nevis-Anguilla	0.7			0.7	0.7			0.7
St. Lucia	2.6			2.6	2.6			2.6
Saudi Arabia	1,000.0	500.0		1,500.0	1,000.0			1,000.0
Senegal	-			-	20.7			20.7
Seychelles	0.6			0.6	0.6			0.6
Sierra Leone	47.4			47.4	-			-
Singapore	5.7		2.5	8.2	10.2			10.2
Somalia	13.8			13.8	14.7			14.7
Spain	167.4			167.4	167.4			167.4
Sri Lanka	10.1		1.2	11.3	9.8		0.8	10.6
Sudan	35.0			35.0	-			-
Suriname	3.0			3.0	3.0			3.0
Swaziland	4.6		2.3	6.9	4.7		2.3	7.0
Sweden	22,123.9			22,123.9	19,187.4			19,187.4
Switzerland	3,440.0	5,231.0		8,671.0	2,345.1	1,525.2		3,870.4
Syrian Arab Republic	25.6			25.6	25.6			25.6
Thailand	216.3		101.7	318.0	217.4		101.8	319.2
Togo	13.6			13.6	-			-
Trinidad and Tobago	8.3			8.3	8.3			8.3
Tunisia	28.6		32.3	60.9	28.6		0.2	28.8
Turkey	200.0		21.6	221.6	190.5		30.9	221.4
Uganda	71.6			71.6	35.1			35.1
Ukrainian SSR	163.5			163.5	149.2			149.2

Annex V (continued)

Contributions from Governments for 1977 and 1978
(in thousands of US dollar equivalents)

Governments	1978				1977			
	General resources (1)	Specific Purposes (2)	Local costs (3)	Total (4)	General resources (1)	Specific Purposes (2)	Local costs (3)	Total (4)
Union of Soviet Socialist Reps.	883.0			883.0	805.7			805.7
United Arab Emirates	150.0		222.4	372.4	120.0		276.6	396.6
United Kingdom of Great Britain & Northern Ireland	8,655.1	2,854.8		11,513.9	5,003.8	1,071.2		6,075.0
United Republic of Cameroon	35.1			35.1	30.2			30.2
United Republic of Tanzania	18.6		17.1	35.7	19.7		22.0	41.5
United States of America	25,000.0	25.0		25,025.0	20,000.0			20,000.0
Uruguay	-			-	5.0			5.0
Venezuela	200.0			200.0	116.0			116.0
Vietnam	10.0			10.0	-			-
Yemen	22.0			22.0	17.7			17.7
Yugoslavia	233.1			233.1	232.5			232.5
Zambia	27.8		23.1	50.9	28.7		22.4	50.6
Sub-total	111,998.5	12,339.0	1,463.0	125,801.4	90,386.5	12,320.8	1,665.4	104,383.7
Less: adjustments to prior year's income	(11.2)			(11.2)	(5.7)			(5.7)
Total ^{a/}	111,987.3	12,339.0	1,463.0	125,790.2	90,382.8	12,324.8	1,665.4	104,378.0

^{a/} There were, in addition, funds-in-trust for projects from the following Governments:

	In 1978		In 1977
Australia	\$ 342.0	Australia	\$ 2,876.7
Denmark	6,508.7	Canada	1,923.1
Finland	44.4	Denmark	4,213.0
Germany, Federal Republic of	1,906.0	Finland	515.7
Norway	2,095.8	Germany, Federal Republic of	275.2
United States of America	6,540.0	Norway	2,200.0
Total	\$17,637.8	United Kingdom of Great Britain and Northern Ireland	14.2
		Total	\$12,585.9

Annex VI

Government pledges to UNICEF general resources
for 1979, as of 15 June 1979 a/

	<u>Pledged</u> <u>for 1979</u> (in US dollars)		<u>Pledged</u> <u>for 1979</u> (in US dollars)		<u>Pledged</u> <u>for 1979</u> (in US dollars)
Afghanistan	26,996	Equatorial Guinea	-	Malawi	3,000
Albania	-	Ethiopia	-	Malaysia	78,369
Algeria	102,037	Fiji	2,000	Maldives	2,500
Angola	-	Finland	900,000	Mali	-
Argentina	115,000	France	2,066,088	Malta	5,691
Australia	2,045,455	Gabon	-	Mauritania	-
Austria	650,793	Gambia	-	Mauritius	-
Bahamas	-	German Democratic Republic	151,351	MeXico	241,401
Bahrain	7,500	Germany, Federal Republic of	5,405,405	Monaco	3,529
Bangladesh	5,000	Ghana	-	Mongolia	3,726
Barbados	4,500	Greece	110,000	Morocco	155,000
Belgium	974,026	Grenada	750	Nepal	6,303
Benin	-	Guatemala	30,000	Netherlands	7,073,171
Bhutan	2,500	Guinea	-	New Zealand	732,984
Bolivia	-	Guinea-Bissau	-	Nicaragua	-
Botswana	-	Guyana	-	Niger	-
Brazil	85,000	Haiti	-	Nigeria	208,000
Bulgaria	57,143	Holy See	1,000	Norway	12,000,000
Burma	57,148	Honduras	20,000	Oman	50,000
Burundi	-	Hungary	28,137	Pakistan	-
Byelorussian Soviet Socialist Republic	85,227	Iceland	18,154	Panama	-
Canada	7,017,544	India	1,463,415	Papua New Guinea	-
Cape Verde	-	Indonesia	250,000	Paraguay	6,000
Central African Empire	-	Iran	499,936	Peru	-
Chad	-	Iraq	-	Philippines	413,730
Chile	170,000	Ireland	483,235	Poland	209,209
China	200,000	Israel	45,000	Portugal	10,000
Colombia	350,000	Italy	467,836	Qatar	200,000
Comoros	-	Ivory Coast	-	Republic of Korea	110,000
Congo	-	Jamaica	6,742	Romania	12,500
Costa Rica	30,000	Japan	4,500,000	Rwanda	-
Cuba	99,008	Jordan	18,617	Samoa	-
Cyprus	-	Kenya	200,000	San Marino	-
Czechoslovakia	97,251	Kuwait	200,000	Sao Tome and Principe	-
Democratic Kampuchea	-	Lao People's Demo- cratic Republic	4,500	Saudi Arabia	-
Democratic People's Republic of Korea	-	Lebanon	44,637	Senegal	-
Democratic Yemen	4,600	Lesotho	-	Seychelles	-
Denmark	5,454,545	Liberia	20,000	Sierra Leone	-
Djibouti	-	Libyan Arab Jamahiriya	60,000	Singapore	4,115
Dominican Republic	-	Liechtenstein	-	Somalia	-
Ecuador	37,515	Luxembourg	24,483	South Africa	-
Egypt	78,572	Madagascar	12,500	Spain	167,392
El Salvador	-			Sri Lanka	12,903
				Sudan	24,659
				Suriname	4,000

Annex VI (continued)
Government pledges to UNICEF general resources
for 1979 as of 15 June 1979 a/

	<u>Pledged</u> <u>for 1979</u> (in US dollars)		<u>Pledged</u> <u>for 1979</u> (in US dollars)		<u>Pledged</u> <u>for 1979</u> (in US dollars)
Swaziland	4,706	Union of Soviet		Viet Nam	5,000
Sweden	25,000,000	Socialist Republics	920,455	Yemen	-
Switzerland	3,495,934	United Arab Emirates	-	Yugoslavia	235,000
Syrian Arab Republic	-	United Kingdom of Great		Zaire	-
Thailand	214,136	Britain and Northern			-
Togo	-	Ireland	11,934,156	GRAND TOTAL	<u>128,593,389</u>
Tonga	1,000	United Republic of			
Trinidad and Tobago	-	Cameroon	-		
Tunisia	29,268	United Republic of			
Turkey	226,415	Tanzania	32,530		
Uganda	-	United States of America	30,000,000		
Ukrainian Soviet		Upper Volta	-		
Socialist Republic	170,455	Uruguay	-		
		Venezuela	-		

a/ Pledges have generally been converted at the rate of exchange of June 1979. However, some pledges have been converted at the rate prevailing in the month when payment was made.

Annex VII

UNICEF expenditure by main categories of programme

	<u>Annual averages</u>		<u>Annual expenditures</u>	
	<u>1970 - 1974</u>	<u>1975 - 1978</u>	<u>1977</u>	<u>1978</u>
	- in thousands of US dollars -			
Child health	27 582	55 216	58 839	74 725
Basic child health	(18 513)	(32 387)	(35 946)	(43 257)
Water supply and sanitation	(6 770)	(17 862)	(17 903)	(26 522)
Family planning (mainly funds-in-trust from UNFPA)	(2 299)	(4 967)	(4 990)	(4 946)
Child nutrition	5 569	11 159	8 846	11 631
Social welfare services for children	2 288	6 375	6 986	9 867
Formal education	12 637	20 163	19 567	24 684
Non-formal education	1 088	3 747	3 692	4 998
Emergency relief <u>a/</u>	2 762	1 939	704	5 051
General <u>b/</u>	2 926	7 840	7 388	11 166
Programme support services	<u>9 194</u>	<u>20 458</u>	<u>21 895</u>	<u>25 442</u>
Total assistance	64 046	126 897	127 917	167 564
Administrative costs	<u>5 518</u>	<u>12 662</u>	<u>13 770</u>	<u>15 905</u>
GRAND TOTAL	<u>69 564</u>	<u>139 559</u>	<u>141 687</u>	<u>183 469</u>

- percentage breakdown of programme expenditure -

Child health	50	52	56	52
Basic child health	(34)	(31)	(34)	(30)
Water supply	(12)	(17)	(17)	(19)
Family planning	(4)	(4)	(5)	(3)
Child nutrition	10	10	8	8
Social welfare services for children	4	6	7	7
Formal education	23	19	18	17
Non-formal education	2	4	3	4
Emergency relief <u>a/</u>	5	2	1	4
General <u>b/</u>	<u>6</u>	<u>7</u>	<u>7</u>	<u>8</u>
TOTAL PROJECT EXPENDITURES	<u>100</u>	<u>100</u>	<u>100</u>	<u>100</u>

a/ Not including aid for rehabilitation of facilities damaged or destroyed in emergency situations, which is distributed into appropriate sections of assistance. Emergency relief and rehabilitation together were \$20,063,000 in 1978; \$15,777,000 in 1977; \$15,146,000 in 1976; \$23,131,000 in 1975; and \$21,195,000 in 1974.

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

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