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INTRODUCTION AND SUMMARY OF BOARD ACTION

1. With global economic depression continuing to threaten millions of children's lives, the means of translating the growing political support for the UNICEF child survival and development strategy into expanded implementation of country programmes, particularly on the African continent, was the dominant concern of the Executive Board at its 1984 regular session.

Progress on child survival and development actions

2. In reviewing the performance of the organization in 1983, the Executive Board strongly endorsed the goals of the child survival and development strategy as the leading edge of the UNICEF primary health care and basic services approach, as approved by the Board at its 1983 session. Several examples of successful programmes of co-operation were cited to illustrate that the strategy could produce dramatic improvements in reducing mortality and morbidity among infants and young children. The Executive Board agreed, however, that achieving the full potential of the "child survival and development revolution" would require strengthened programme delivery and more effective programme implementation. In particular, the Board recognized the need to move towards implementation on a national scale, aiming at universal coverage of target population groups. The report of the Executive Director (E/ICEF/1984/2), the six regional reports on programme developments in 1983 (E/ICEF/1984/5 to E/ICEF/1984/10), The State of the World's Children 1984* and the 1984 UNICEF Annual Report were welcomed by the Board as providing evidence of the world-wide response to the challenge of accelerating child survival and development activities (see paras. 16-29 below).

The emergency situation in Africa

3. The Executive Board concurred that the most dramatic challenge to child survival came from Africa, where various economic, agricultural, financial and social constraints had had an adverse effect on attempts to improve the situation of children. In view of the increasingly difficult situation and in order to ensure a quick response to meet the most urgent needs, the Board endorsed a proposal for greater flexibility and adaptability in programme approaches in the Africa region. It was stressed, however, that the long-term goal of improving the general health and well-being of mothers and children must not be overlooked (see paras. 30 and 31 below).

4. The Executive Board also reviewed UNICEF's existing emergency operations in Africa and welcomed the strengthening of inter-agency co-operation in this area. The Board instructed the Executive Director to prepare a development programme outlining both short-term and long-term measures for dealing with emergencies; pursue other activities, mainly staff-related, designed to strengthen UNICEF capacity; and bear in mind the need for accelerating the strengthening of UNICEF capacity in Africa in preparing the budget estimates for 1986-1987, which would be submitted to the Board in 1985. In addition, the Board recognized the urgent need to mobilize additional financial resources to ensure an effective response (see paras. 32-41 below).

* Available from UNICEF; also published by Oxford University Press.

Medium-term plan for 1983-1987

5. The Executive Board approved the programme objectives of the medium-term plan for the period 1983-1987 (E/ICEF/1984/3), which were, in summary, to increase rapidly the implementation of child survival and development activities aimed at reducing infant and early childhood mortality and improving child development. The priority areas of concern included primary health care, clean water, sanitation, limitation of malnutrition, universal primary education, abolition of widespread illiteracy and improvement of the situation of women. The Board also approved the financial objectives of the plan, which projected that UNICEF income would increase from \$350 million in 1984 to \$485 million in 1987, while annual expenditure would increase from \$363 million to \$451 million (see paras. 42-47 below).

Programme matters

6. The Executive Board approved general resources commitments totalling \$104,953,766 and "noted" projects in the amount of \$59,511,000 for financing through specific-purpose contributions (see paras. 48-72 below).

7. In reviewing a policy paper on early childhood development (E/ICEF/1984/L.1), the Board noted that it was the first time that questions related specifically to the psycho-social aspects of early childhood development had been addressed. The Board endorsed the conclusion that activities concerning the intellectual, social and emotional aspects of child development should be incorporated into UNICEF basic services and primary health care activities, with due regard to the specific socio-economic and cultural context of each country. In addition, the Board concurred that UNICEF should encourage and support national efforts to identify the total development needs of children and assist in formulating relevant national policies that would reach a high proportion of the target group. The Board also agreed that UNICEF should collaborate with Governments and other concerned organizations and agencies in researching, evaluating and publicizing feasible and effective ways to incorporate psycho-social factors in child development efforts, while continuing its efforts to strengthen its own capacity in this area (see paras. 73-79 below).

8. A second policy paper on evaluative activities in UNICEF (E/ICEF/1984/L.3), which was supported by two case studies (E/ICEF/1984/L.3/Add.1 and Add.2), was reviewed by the Board. It was felt that improved and expanded evaluative activities would serve not only to provide detailed information on project performance but also to ensure effective programme planning and implementation, factors that were especially important in view of the global economic recession and the increased need to make effective and efficient use of limited resources. The Board concluded that UNICEF should strengthen its own evaluative capacity, continue priority support for activities aimed at supporting national evaluative activities, assist in information collection and analysis and improve retrospective and ongoing evaluation (see paras. 80-89 below).

Financial and administrative matters

9. The Board noted that the financial position of UNICEF continued to be sound. A revised budget format was approved for future biennial budget estimates. The Executive Director was authorized to accept an offer from the United Nations

Development Corporation to lease office space for UNICEF headquarters in a new building to be constructed on East 44th Street in New York City for occupancy in late 1986 or early 1987. The work plan and budget of the Greeting Card Operation was approved (see paras. 90-117 below).

External relations

10. During the general debate, several delegations stressed that information and communication was an integral part of the programme process and that a communication revolution was essential to the success of the child survival and development revolution. Similarly, many delegations commended the National Committees for UNICEF for their particular contributions to the unique "people-to-people" image of the organization. Many non-governmental organizations including 44 representatives of members of the Non-Governmental Organization Committee on UNICEF and several Board participants, took part in the Non-Governmental Organization Forum held in conjunction with the Board session. The Convention on the Rights of the Child was a major preoccupation of the Forum, which was welcomed by the Board as an innovation that should be repeated (see paras. 118-133 below).

Other matters

11. The Board decided that the secretariat should examine the possible rescheduling and/or reorganization of the work programme for the Executive Board with a view to submitting recommendations to the Board in 1985 (see paras. 134-141 below).

12. On 26 April 1984, the Executive Board had audiences with His Holiness Pope John Paul II and the President of the Republic of Italy (see para. 142 below).

13. The next regular session of the Board is to be held from 15 to 26 April 1985 at United Nations Headquarters.

I. ORGANIZATION OF THE SESSION

14. At the invitation of the Government of Italy, the Executive Board of the United Nations Children's Fund held its 1st to 8th meetings in Rome, from 24 April to 4 May 1984.* The Programme Committee, sitting as a committee of the whole, met from 27 April to 2 May 1984. The Committee on Administration and Finance, also sitting as a committee of the whole, met on 2 and 3 May 1984.

15. The Chairman of the Executive Board was Haydee Martinez de Osorio (Venezuela), the Chairman of the Programme Committee was Anwarul Karim Chowdhury (Bangladesh) and the Chairman of the Committee on Administration and Finance was Jassim Buallay (Bahrain). The agenda of the 1984 session is contained in document E/ICEF/1984/1/Rev.3. A list of documents issued in connection with the 1984 session is contained in document E/ICEF/1984/INF.2/Rev.3.

* The Executive Board, with its composition as at 1 August 1984, held its organizational session to elect officers for the period 1 August 1984 to 31 July 1985 in New York on 8 and 14 June 1984. The report on organizational session of the Executive Board is contained in document E/ICEF/1984/13.

II. PROGRESS ON CHILD SURVIVAL AND DEVELOPMENT ACTIONS

16. The members of the Executive Board expressed overwhelming support for the child survival and development strategy and reaffirmed its relevance to the needs of children, especially in the current global economic recession. Approved by the Executive Board at its 1983 session and later endorsed by the General Assembly in resolution 38/175, the four low-cost, high-impact measures of growth monitoring, oral rehydration therapy, breast-feeding and immunization, along with food supplementation, female education and family spacing, were now widely recognized and supported as measures that could significantly reduce infant and early childhood mortality and morbidity.

17. The Board agreed that the challenge facing UNICEF was to mobilize support at all levels, particularly the country level, in an effort to transform expressions of political will into successful programmes of co-operation that will ensure universal coverage of the target population in the shortest possible time. In line with that goal, the above-mentioned measures were being promoted and undertaken within the context of primary health care services, based on extensive use of paramedical staff and on maximum community involvement and participation in accordance with the UNICEF basic services approach.

18. The report of the Executive Director (E/ICEF/1984/2), the six regional reports on programme developments in 1983 (E/ICEF/1984/5 to E/ICEF/1984/10), The State of the World's Children 1984 and the 1984 UNICEF Annual Report provided evidence of the world-wide response to the challenge of accelerating child survival and development activities. The experiences of several countries were cited to demonstrate that dramatic improvements were possible in a reasonably short period of time.

19. In India, for example, the results of delivering a package of integrated child-care services by community-level workers in several hundred development blocks had been very encouraging. Plans had been drawn up to extend full coverage of immunization, oral rehydration, growth monitoring and supplementary feeding for the undernourished to 60 per cent of children under five years of age within five years.

20. In China, where the delivery system reached virtually every community, 80 million children in five southern provinces had benefited from a UNICEF-assisted programme of immunization. The programme had also contributed to the training of 43,000 cold-chain primary health workers. In Thailand, the mobilization of communities, together with the involvement of administrators and officials at all levels, had reduced the incidence of severe malnutrition to less than 2 per cent. It was expected that 80 per cent of all children would be immunized against major diseases by 1986.

21. Despite a long-term downward trend, infant mortality rates had remained extremely high in many countries, particularly in Africa, where drought-related food shortages had exacerbated the long-standing problem of malnutrition. There had also been a marked increase in diarrhoeal, respiratory and other infectious diseases. In addition, the global economic recession had led to shortages of drugs, vaccines and transport in countries with severe foreign exchange problems. Even countries with well-developed services had been forced to make some cutbacks in social services. Therefore, the implementation of child survival and

development activities under such difficult conditions had become even more imperative.

22. It was clear, however, that a number of issues and challenges still had to be addressed if the full potential for accelerating child survival and development activities was to be realized. While many delegations congratulated UNICEF on its "advocacy" role in mobilizing public opinion in favour of life-saving measures, they also urged the organization to expand its information and communication activities as a necessary component for ensuring a climate of support and increased demand for child survival activities. It was felt that promoting awareness, understanding and commitment to action through education and advocacy would encourage wider use of facilities and services already available and stimulate their extension at low cost.

23. Several delegations stressed the importance of translating the overwhelming international and national support for child survival and development activities into national priorities and programmes of action but voiced concern about how countries could "go-to-scale" so that national policy could be implemented in all regions of a country ("going national") and achieve virtual universal coverage so as to benefit a minimum of 80-90 per cent of the target groups ("going universal"). It was generally agreed that priorities must be country-specific and based on local conditions. This would involve careful analysis of each situation, taking into account the capacities of each country and balancing short-term needs against long-term objectives.

24. It was felt that the success of this effort would depend on strengthening the administrative and logistical systems needed to support the mobilization and involvement of communities, including the delivery of supplies, supervision and training. Concerned Governments would have to assume some of the responsibility for developing national capacities to provide effective services in all child-related fields. UNICEF was requested to provide as much assistance as possible to those national capacity-building efforts.

25. In addition, several delegates emphasized the need for an effective programme delivery system. It was felt that the success of the UNICEF child survival and development strategy would be judged by the positive results it achieved in reducing infant and early childhood mortality and not by the rhetorical support it generated, and the importance of careful monitoring, evaluation and reporting systems was therefore stressed.

26. Many delegates stressed the importance of giving increased support to education for women. Armed with information, knowledge and income-producing skills, not only would women be able to improve their own situation, as well as that of their children, but they would also be able to realize their full potential in contributing to national development. That was at the heart of successful implementation of child survival and development strategies and UNICEF had a major catalytic role to play in that area (see para. 65 below).

27. With regard to programme planning and implementation, some delegates cautioned that the UNICEF focus on the immediate survival needs of children should not detract from the organization's activities in the field of development in general. The secretariat responded that child survival activities were being integrated with continuing action in the fields of maternal and child health, nutrition, education, the advancement of women, water supply and sanitation, urban basic services and

other endeavours to improve the living conditions of poor children and their families.

28. Most delegations agreed that the child survival and development revolution provided UNICEF with an excellent opportunity for mutual support and action with other international organizations, bilateral aid agencies and non-governmental organizations. They welcomed that development. For example, the League of Red Cross and Red Crescent Societies was assisting UNICEF and others concerned with reducing infant mortality and morbidity through its "Child Alive" programme. Through that programme, which focused primarily on diarrhoeal disease control and related nutrition issues, especially breast-feeding and better weaning practices, the network of Red Cross professionals, members and community volunteers would stimulate and support long-range local efforts to "help parents keep their children healthy". Technical co-operation with developing countries was also encouraged.

29. Several delegations noted that the child survival and development revolution must be supported by far-reaching economic and social reforms to ensure broad-based and lasting results. More support from all countries with available resources was necessary to achieve those goals. The financial reserve for global support to opportunities to accelerate infant mortality reduction (established by the Executive Board in 1983) was also recognized as a useful and flexible addition to UNICEF programming. The reserve had made it possible to extend rapid and additional support to countries that were willing to expand their child survival activities; it had also proved attractive to several donor countries as a mechanism through which they could support child survival and development goals.

III. THE EMERGENCY SITUATION IN AFRICA

Need for special attention

30. The crisis facing children and their families in Africa and strengthening the capacity of UNICEF to assist them was a major theme of the general debate. Although the increase in UNICEF support for such efforts was acknowledged and welcomed, many delegations agreed that the continuing deterioration of the emergency situation was cause for serious concern and emphasized the need to give special attention to Africa.

31. References were made to the critical political, economic and social conditions in many African countries and their disastrous consequences for a large proportion of the continent's 170 million children under the age of 15 and their families. Owing to the global economic recession, Governments had had to reduce expenditures for social services, resulting in a decline in health care, nutrition, education and the availability of clean water for a majority of African children. The food crisis - caused by drought, desertification, other natural disasters, low agricultural productivity and other constraints - was cited as perhaps the single most critical area of concern because of its devastating effects on the health and nutrition of children and women. Mention was also made of other special conditions adversely affecting the region: civil strife, poor transportation and communication networks, inadequate institutional infrastructures, and weak manpower, administrative and management structures.

Strengthening UNICEF capacity

32. Taking the above-mentioned factors into account and in view of the need to accelerate the implementation of child survival and development priorities that met emergency requirements, especially in Africa, delegations generally welcomed the findings of the management study on UNICEF activities in Africa (E/ICEF/1984/L.2).

33. The study was requested by the Executive Board at its 1983 session, in anticipation that the operational capacity of UNICEF might require strengthening beyond the measures approved in 1983. It described the proposed UNICEF strategy in Africa to ensure adequate and relevant capacity at the country and regional levels and provide both a strong basis for ongoing management and the resources for programme and operational support.

34. The Executive Board noted that UNICEF had already responded to some of the most critical emergency requirements by providing \$10 million for 11 drought-stricken countries and that the organization was proposing greater flexibility and adaptability in its programme approaches in order to respond more quickly to the most urgent needs. Some concern was voiced, however, about the need to ensure that short-term emergency inputs were placed within the context of longer-term programmes designed to prevent the recurrence of present conditions. It was felt that increased UNICEF assistance would be required in strengthening national capacities for identifying, planning, implementing and evaluating projects.

35. Several delegations expressed concern that the management study did not describe actions that could be taken in the short term. The secretariat explained that the study was an analysis of the constraints on UNICEF capacity rather than

a strategic plan: detailed action plans needed to be formulated within the context of the next biennial budget, which would be presented to the Executive Board in 1985. Guidance from the Board on this matter was especially important and every effort would be made to expedite recruitment and implementation under the next biennial budget.

36. The Executive Board endorsed efforts to strengthen existing UNICEF offices in Africa, particularly in West Africa, by redeploying personnel and using consultants on a short-term basis and by speeding up the recruitment of qualified staff (see para. 46 below). However, many delegations expressed concern about the level of vacant posts, which was a constraining factor on UNICEF capacity in Africa. The secretariat explained that the high vacancy rate was in part attributable to the recent establishment of a large number of project posts. However, by increasing the decentralization of personnel and financial functions and of programme control to field offices, recruitment and programme implementation was being speeded up. The need for further training of UNICEF staff, especially in view of changing programme strategies, was also emphasized.

37. Delegations welcomed the extent of the UNICEF contribution to the total United Nations response to the overall development needs of Africa. As outlined in the report on emergency operations in Africa 1983/84 (E/ICEF/1984/CRP.27) (an update of the report on emergency operations in 1983 (E/ICEF/1984/11)), UNICEF had developed co-operative and collaborative relationships with several other agencies: such activities had included inter-agency assessments with the United Nations Development Programme (UNDP), the World Food Programme (WFP), the United Nations Fund for Population Activities (UNFPA), the International Fund for Agricultural Development (IFAD) and the Food and Agriculture Organization of the United Nations (FAO), a joint UNICEF/World Health Organization (WHO) facility for essential drugs and the outposting of WFP staff to UNICEF regional offices. Several delegations also encouraged close co-operation with bilateral aid agencies and non-governmental organizations in the field with respect to both programme design and implementation.

38. In discussing the medium-term plan, the Committee on Administration and Finance reviewed the technical aspects of UNICEF operational capacity in Africa in conjunction with the financial plan in order to provide the secretariat with additional guidelines for preparing the 1986-1987 biennial budget (see para. 46 below).

39. Many delegations recognized the priority need to mobilize financial resources to ensure an effective response to the emergency situation in Africa and a number of donor countries expressed a willingness to provide additional funding. The Executive Director had also authorized the release of \$2.8 million from the emergency reserve fund and had earmarked \$7.2 million from the reserve for reduction of infant mortality.

40. Additional funds being sought for the next two years would be used primarily for child survival and development assistance in the fields of health and nutrition and for the provision of safe drinking water, essential drugs and support services.

41. The Executive Board approved \$23.6 million in new programme commitments for general resources and \$15 million for "noted" projects for 12 countries in Africa (see paras. 48-50 and annex VI below).

IV. MEDIUM-TERM PLAN FOR THE PERIOD 1983-1987

42. In considering the medium-term plan for the period 1983-1987 (E/ICEF/1984/3), many delegations stressed the need to integrate programmatic issues and their financial and administrative implications. To facilitate such integration and guided by delegations' comments on the plan during the general debate, the recommendation made by the Chairman of the Programme Committee on programme objectives was reviewed during the session of the Committee on Administration and Finance, along with the financial objectives of the medium-term plan and consideration of UNICEF capacity, particularly in Africa.

Programme priorities and objectives

43. During the general debate, the Executive Board reaffirmed its endorsement of the child survival and development strategy and its relevance to the needs of children in times of global economic recession and under other constraints. The Board agreed that the major challenge facing UNICEF was to increase rapidly the implementation of child survival and development activities in order to reach as many under-served children as possible in the shortest time feasible through the basic services and primary health care strategy.

44. In terms of programme priorities, delegations reaffirmed the importance of child health, education (especially education for women), early childhood development, water supply and sanitation, the role and status of women (including their participation in development) and urban basic services. It was agreed that those activities, along with efforts to reduce infant and child mortality, would enhance the survival and development of children and improve the quality of their lives. In addition, the importance of strengthening collaboration between concerned agencies in the United Nations system and bilateral aid agencies for the implementation of the child survival and development strategy was emphasized.

45. On the recommendation of the Programme Committee, the Executive Board:

(a) Reaffirmed its endorsement of the priorities for child survival and development and its implementation in the context of primary health care and basic services;

(b) Endorsed the general objectives of the medium-term plan, as mentioned in paragraphs 1-5 of document E/ICEF/1984/3, together with the basic considerations and programme fields and priorities, as described in paragraphs 6-12 of the same document, while recognizing that the priorities of the country programmes should be set according to the specific situations and needs of individual countries, taking into account the special role of education for women;

(c) Stressed the need to strengthen programme delivery and to keep the Executive Board informed of progress in that regard;

(d) Recognized the need to move towards implementation on a national scale with a universal coverage, focusing in the interim on the disadvantaged and under-served population;

(e) Emphasized the need for mobilizing widespread participation and international support to achieve successful implementation of the child survival and development strategy;

(f) Encouraged close collaboration between concerned agencies in the United Nations system, bilateral aid agencies and non-governmental organizations and national Governments and organizations;

(g) Welcomed the ideas for enlarging the positive roles and involvement of UNICEF National Committees and selective support for non-governmental organizations, and noting that the Non-Governmental Organization Forum held in association with the current session of the Executive Board was an innovation that should be repeated;

(h) Endorsed major priorities for accelerated implementation in 1984-1985 of UNICEF programmes in African countries affected by the emergency situation, using reprogramming of resources and greater flexibility as appropriate, without loss of accountability, and urged greater financial support for UNICEF-assisted programmes in Africa.

UNICEF capacity in Africa

46. Regarding the strengthening of UNICEF capacity in Africa (see chap. III above) on the recommendation of the Committee on Administration and Finance, the Executive Board decided that the Executive Director should:

(a) Take into account the need for accelerating the strengthening of UNICEF capacity in Africa in preparing the budget for the biennium 1986-1987, to be considered by the Executive Board in 1985;

(b) Pursue, in the forthcoming months, other activities to strengthen UNICEF capacity, mainly through redeployment of staff on a temporary basis and short-term training measures and by expediting recruitment against already approved posts and using consultants on a short-term basis;

(c) Prepare a two-phase emergency development programme whereby the first phase would produce short-term recommendations and the second phase would outline more permanent measures for the future.

Financial objectives

47. On the recommendation of the Committee on Administration and Finance, the Executive Board approved the medium-term plan as a framework of projections for 1984-1987 (as summarized in annex I below), including the preparation of up to \$327 million in programme commitments from general resources, to be submitted to the Executive Board in 1985 (as shown in annex II below), assuming that estimates of income and expenditure made in the plan continue to be valid.

V. PROGRAMME MATTERS

Programme co-operation

Commitments approved at the session

48. On the recommendation of the Programme Committee, the Executive Board approved new commitments from general resources totalling \$104,953,766 for 38 country, regional and interregional programmes. The recommendation in support of continued UNICEF co-operation in China, which received overwhelming support from delegations, totalled \$50 million over a period of five years. The sum was considered modest in relation to the very large child population. The Board suggested, however, that they be kept informed of the progress of programme implementation. In addition, the need to give special attention to Africa was emphasized by all delegations.

49. The Executive Board also "noted" 27 projects totalling \$59,511,000, to be funded from specific-purpose contributions.

50. As a result of the Board action, UNICEF will be assisting projects in 113 countries: 43 in Africa, 26 in the Americas, 33 in Asia and 11 in the Middle East and North Africa. UNICEF co-operates in 18 higher-income developing countries, generally through the provision of advisory and consultancy services; no planning levels for assistance are established for such countries.

Nutrition

51. All the special measures advocated by UNICEF for the survival and development of children have a direct bearing on their nutritional status. The mutually reinforcing relationship between disease and malnutrition was the subject of many interventions by Board members, who welcomed accelerated assistance in those areas.

52. Although general appreciation was expressed for UNICEF efforts in that area, in the face of the deteriorating food situation in many developing countries, some concern was voiced about the ability of UNICEF to ensure food supplies outside its direct programmes without increased assistance, both financial and technical, from other organizations and agencies. In addition, it was felt that despite numerous constraints - including declines in agricultural production, adverse climatic conditions, loss of buying power and increases in population, Governments needed to re-evaluate and subsequently adjust their national agricultural policies to reflect the increased efforts for ensuring adequate food supplies. Some countries in Asia had, in fact, become self-sufficient in food; while in Africa, the emergency situation had made adequate food supplies a top priority, both qualitatively and quantitatively, with a view to reducing hunger and malnutrition and their disastrous impact on health.

53. Several delegations expressed concern about what was being done to provide adequate nutrition for pregnant women and nursing mothers, including improving their access to food, and to ensure that sufficient and appropriate foods were available to infants and young children. The secretariat responded that in addition to the promotion of breast-feeding and better weaning practices, UNICEF promoted food production at the family and community levels by providing seeds, technical assistance and nutrition education and assisting in the reintroduction and cultivation of indigenous high-protein foods.

54. Many delegations welcomed the increase in UNICEF support to income-generating activities for women who, through increased resources, would then be able to improve the diet and nutrition of their families. In addition, since 1983, the four major elements of the child survival and development revolution had been expanded to include food supplementation, which in conjunction with breast-feeding, could help to reduce the incidence of low birth weights and associated infant deaths, as well as the incidence of malnutrition-related morbidity and mortality. The importance of nutrition education and related training, as well as nutrition surveillance, was also stressed.

55. It was reported that the five-year UNICEF/WHO joint nutrition support programme, funded by the Government of Italy, encouraged a broad range of activities, including home preparation of weaning foods, nutrition education, family health and child care, suited to local conditions and designed to reinforce each organization's impact on improving the nutritional status of women and children. A close working relationship had also been established with IFAD.

56. UNICEF co-operation with WFP in assisting emergency feeding programmes through improved agricultural techniques and food supplementation was commended. Delegates welcomed the initiative of the Executive Director in authorizing the use of limited funds for procuring and transferring locally produced foods from local food-surplus areas to seriously food-deficient areas, pending the arrival of food shipments from WFP and other agencies. That measure was particularly important for the emergency-stricken countries in Africa.

Primary health care

57. Delegates stressed the importance of primary health care, particularly the maternal and child health component, which was relatively weak in many developing countries, as the framework for the successful implementation of child survival and development activities. It was noted that while, with greater understanding and increased acceptance of the primary health care approach, some progress had been made in primary health care in 1983, more needed to be done to promote it as a priority concern that should form an integral part of national development plans.

58. Community participation and the incorporation of health education and nutrition elements were perceived as being at the heart of the primary health care approach. While accounts of positive national experiences in implementing primary health care were noted, it was generally agreed that those areas also required increased attention.

59. The importance of communication, especially in promoting oral rehydration therapy and immunization, was stressed. It was also felt that by reorienting health workers and community leaders and training them in the benefits of immunization, oral rehydration therapy and growth monitoring, in particular, primary health care would be strengthened.

60. Several delegations agreed that the education and training of women in the primary health care approach was vital to the development and improvement of the service delivery system and the primary health care infrastructure. To achieve that goal, however, it was felt that supplementary financial resources would have to be mobilized.

61. The close working relationship between UNICEF and WHO was welcomed. Many examples of their collaboration were noted, in particular, the joint action programme on essential drugs, which had established an international drug procurement system to ensure the provision of essential drugs at relatively low cost.

62. Non-governmental organizations and technical co-operation among developing countries were recognized as important channels for furthering primary health care. The role of UNICEF as a catalyst and partner in co-ordinating primary health care activities to achieve maximum impact was also stressed.

Education

63. While assistance to primary and formal education was a continuing UNICEF priority, there had been in recent years a decrease in that sector's share of the total UNICEF budget. Several delegations expressed concern regarding that trend, which they hoped would be reversed, and emphasized the importance of education in child health, welfare and the fulfilment of the human potential of children and on their future roles as parents.

64. A growing share of UNICEF resources was being devoted to non-formal community activities for early childhood care and education. The Executive Board fully endorsed the policy directions outlined in the document on early childhood development, noting that the programme actions to promote the psycho-social development of the young child through early childhood care and education were indispensable for the total development of the child (see paras. 73-79 below).

65. The Executive Board also noted with satisfaction the emphasis placed on education for women and welcomed its inclusion as a component of the child survival and development strategy. The Board stressed that greater educational opportunities for women, both general and specifically for maternal health and child care, were essential for improving child health and development.

Water supply and sanitation

66. In 1983, UNICEF assistance to water supply and sanitation components in 97 countries involved expenditures of some \$68 million, making the financial level of this category of assistance second only to that of child health and nutrition combined. The Board welcomed the continued emphasis on water supply and sanitation activities and stressed that they should be linked to primary health care programmes. The Secretariat assured the Board that the quality of water supply projects was being improved and that all programme submissions to the Executive Board in 1986 would include sanitation as well as hygiene and health education components.

Activities of women

67. There was general agreement on the need to promote the role of women in society and in the development process, since women should not be limited to motherhood or domestic roles but should be recognized in all their roles - as mothers and wives, economic providers, citizens, and leaders at all levels and individuals in their own right.

68. In particular, the role of women as key partners in development was underscored by a number of delegations. It was also pointed out that increasing numbers of women, particularly in urban areas, were playing a vital role, often without support from a male "head of household", in providing for their families. The Board strongly endorsed the increased emphasis UNICEF had placed on promoting income-generating activities for women and on attempting to shift the focus of such programmes away from handicrafts and piecework and towards the economic mainstream.

69. The Board welcomed the increase in UNICEF support to education for women and its inclusion as a component of the child survival and development strategy. Delegations stressed that greater educational opportunities for women, especially with regard to maternal health and child care, would help to improve the health, development and welfare of children, as well as to enhance the income-generating capacities of women and their role and status in society.

70. The Board also noted with approval the continued efforts of UNICEF to promote the participation of women in all aspects of basic health and nutrition activities, stressing that it was essential for child survival and development.

Emergencies

71. Emergency relief and rehabilitation operations were undertaken in a total of 26 countries during 1983. Details of the operations were outlined in two reports, respectively entitled "Emergency operations in 1983" (E/ICEF/1984/11) and "Emergency operations in Africa 1983-1984" (E/ICEF/1984/CRP.27). The Board commended UNICEF for its efforts to respond more effectively to emergencies and endorsed its approach, which focused on the restoration of living conditions and services for children and mothers while linking those efforts, wherever possible, with strengthening ongoing child survival and nutrition programmes. The importance of timely relief in situations of natural disasters and the need for greater co-ordination within overall United Nations initiatives, as well as with bilateral aid agencies and non-governmental organizations, was stressed.

72. The critical and worsening situation in Africa had increasingly become the focus of UNICEF emergency support (see chap. III above). The Executive Board strongly endorsed the emergency measures initiated by the Executive Director and noted that UNICEF had already responded to the most critical needs in 11 drought-stricken countries with \$10 million in supplementary assistance. The Board cautioned, however, that such efforts should be coupled with long-term goals aiming at self-sufficiency. The Board also commended UNICEF for its efforts to achieve greater flexibility and adaptability in its programme approaches in order to respond quickly to the most urgent needs.

Policy reviews

Early childhood development

73. The policy review on early childhood development (E/ICEF/1984/L.1) was prepared in response to a request made by the Executive Board at its 1983 session. The review emphasized the importance of early childhood stimulation for the child's physical and psychological development and recommended that such activities should be undertaken within the basic services and primary health care approach, including measures to accelerate the child health revolution. Current UNICEF involvement in

early childhood development projects, as well as policy implications, were reviewed. General guidelines for UNICEF support and for strengthening its capacity in early childhood development were suggested.

74. It was the first time the Executive Board had addressed questions related specifically to the psycho-social aspects of the development of young children. The Board welcomed the document as a contribution to better understanding of the survival and development needs of children, particularly the mutually supportive and close link between the health and nutrition needs of the young child and the psycho-social aspects of the child's development. Having noted that the development process was at its most vulnerable at the points of interaction between biological, physical and psycho-social factors, the Board strongly endorsed the broad policy recommendations outlined in the document.

75. It was emphasized that the early childhood programme advocated by UNICEF should not be viewed as either a separate activity or a series of unco-ordinated activities that were not linked to the child survival and development initiatives or that detracted from the child survival focus that was of paramount concern in most developing countries. In fact, a number of delegations emphasized that the early childhood programme should be viewed as an opportunity for developing a well-rounded strategy for child survival and development, helping to direct programme focus on priority needs in specific situations and promoting the development of effective organizational approaches for child survival and development at the local and community levels. The Board also stressed that in all early childhood development programmes the specific socio-economic and cultural context of each country should be taken into account.

76. The central role of mothers, in particular, and the care-givers in the family, in general, in the development of the young child was underscored. The Board strongly endorsed the emphasis on education for women as one of the critical determinants of the health, welfare and development of children. A few delegations pointed out, however, that there was very little or no reference to the role of fathers and urged UNICEF to include that factor in its considerations of child care.

77. Several delegations expressed concern regarding the relative dearth of systematic efforts to provide support for the care and stimulation of children below 3 years of age and stressed that UNICEF should support the development of home- and family-based programmes for their benefit.

78. A number of delegations pointed out that too little was known about factors influencing the psycho-social development of young children, particularly in developing countries, and that there was a lack of information on the value of various indicators used for assessing children's psycho-social well-being. They urged UNICEF to encourage further studies and research regarding various aspects of child development, including the elaboration of high-risk criteria. The Board further emphasized that research activities should be particularly encouraged in developing countries so as to take into account the specific socio-economic and cultural context of each country in which programmes would be executed.

Conclusion

79. On the recommendation of the Programme Committee, the Executive Board, emphasizing that all aspects of early childhood development programmes should be taken into account in UNICEF activities, with due regard to the specific

socio-economic and cultural context of each country, endorsed the following conclusions and recommendations on early childhood development (see E/ICEF/1984/L.1, p. 5):

(a) Bearing in mind that concern for comprehensive child development naturally includes concern for the survival, health care and growth monitoring of children and attention to the learning and stimulation required to help them realize their full potential, the intellectual, social and emotional aspects of child development should be treated in UNICEF basic services and primary health care programmes. Systematic attention should be given to creating a stimulating environment for the psycho-social development of the young child. Activities should be tailored to the local context and should aim both to draw on and to strengthen the resources available in the family and the community. Particular attention should be paid to the needs of mothers during pregnancy and of children from birth to 2 years of age, as well as to ensuring that programmes for 3 to 6 year olds address a broad range of urgent developmental needs, especially those of children living in poverty and affected adversely by forces of socio-economic change;

(b) UNICEF should encourage and support national efforts to diagnose the total developmental needs of children and should assist in formulating national policies and in determining programme priorities, adopting affordable and cost-effective approaches for different socio-economic situations;

(c) In so doing, UNICEF should explore and encourage approaches that hold promise for reaching a high proportion of a nation's children, not just the few. It should not only be concerned with new or institutionalized approaches but should place equal stress on understanding and, as appropriate, furthering means to protect and maintain the existing or traditional ways through which children receive the stimuli for psycho-social development from their families, neighbourhoods or communities;

(d) UNICEF should collaborate with Governments, non-governmental organizations, United Nations organizations and bodies, universities, aid-giving agencies, communities and families in researching, evaluating and publicizing feasible and effective ways to incorporate psycho-social aspects in child development efforts;

(e) UNICEF should continue its efforts to strengthen its own capacity to foster the development of children, with attention to their psycho-social needs, by appropriate measures, including the systematic evaluation of projects, appropriate training and deployment of its staff in response to demands by countries for child development activities, and the preparation of a manual on child development to guide its field staff.

Evaluative activities

80. The policy review on evaluative activities in UNICEF had been requested by the Executive Board in 1983 following a discussion on the importance of improved regular progress reporting on project implementation, especially in the economic climate of constrained resources for social development.

81. The Executive Board had before it the policy review paper entitled "Overview of evaluative activities in UNICEF" (E/ICEF/1984/L.3) and two supporting case

studies, "The Indonesian national family nutrition improvement programme: analysis of programme experience" (E/ICEF/1984/L.3/Add.1) and "The UNICEF-assisted rural drinking water and sanitation project in Imo State, Nigeria" (E/ICEF/1984/L.3/Add.2). The review examined the evolution of monitoring and evaluation policies and included specific recommendations to improve evaluative capacities. The two case studies demonstrated the importance of monitoring and evaluation in improving programme effectiveness.

82. Given the impact of global economic recession and the increased need to make effective and efficient use of limited resources, many delegations stressed the importance of monitoring and evaluation. A strong parallel feeling was also expressed that the UNICEF child survival and development strategy, which had evolved largely in response to difficult economic circumstances, would ultimately be judged by results, which therefore underlined the importance of analyses obtained through efficient monitoring and evaluation. The ability to document the positive results of child survival and development actions would also enhance their acceptance and expansion.

83. There was general support for UNICEF maintaining a flexible, pragmatic and practical approach to evaluative activities, as well as for utilizing country-specific criteria in the process. In addition, delegates urged UNICEF to give priority support to Governments in the development of country information systems that would provide a basis for monitoring and evaluation. It was noted that statistics on women and children were often unavailable or unreliable and that remedying the situation would help to improve programme planning and implementation.

84. It was emphasized that the information systems should be simple and designed in stages so that rapid feedback could be obtained and appropriate adjustments made as implementation proceeded. Delegates felt that community members should be encouraged to monitor and evaluate their own projects and contribute to adapting them more closely to their needs, since that was the essence of true participation. However, it was stressed that because of the magnitude of the task and in view of the limited resources of UNICEF in that area, the organization should act as a catalyst in the development process and stimulate others to provide greater support.

85. While many delegates recognized the importance of impact evaluations in assessing the long-term effects of a project, they placed priority on ongoing monitoring and evaluation as vital for successful programme implementation. Impact-level evaluations were viewed by many delegations as being not only difficult but also time-consuming and costly.

86. Many Board members supported the decentralization of evaluative activities within UNICEF and suggested strengthening the role of the planning and evaluation section at UNICEF headquarters in setting priority themes for cross-country evaluations, analysing and synthesizing evaluation reports, managing the computerized information on programme data and evaluation and applying evaluation results. Some delegations also supported the establishment of a central evaluation unit.

87. In order to enhance the objectivity of evaluations, several delegates suggested the increased use of external consultants and joint evaluations with donors. The use of evaluation as a management tool to improve programme performance was also stressed.

88. Board members expressed the need for an overall evaluation strategy and requested the secretariat to include a provision for evaluation and monitoring in all country programmes. Stressing the need for an annual implementation review, as described in the policy review document, delegates felt that in that way alternative methods of co-operation could be considered, where appropriate. The secretariat was therefore requested to provide the Executive Board each year with detailed information on evaluative activities, outlining the progress achieved in the implementation of the recommendations contained in the overview paper and the use of evaluation results.

Conclusion

89. On the recommendation of the Programme Committee, which felt that country-specific evaluative activities should be funded primarily from country programme funds while the interregional fund for programme preparation might be utilized for regional and global evaluations, the Executive Board:

(a) Endorsed the conclusions and the following four recommendations contained in the overview of evaluative activities in UNICEF (E/ICEF/1984/L.3):

- (i) UNICEF should take steps to build further on continuing efforts to improve the quality and relevance of its own evaluation system and to standardize those improvements throughout the organization;
- (ii) UNICEF should continue priority support for activities aimed at supporting the development of national information, monitoring and evaluation systems;
- (iii) UNICEF should continue to support the identification and systematic collection and analysis of a limited number of key indicators that would assist countries in developing data bases on children and women. This measure would strengthen their capacities to monitor the changing situation of those groups;
- (iv) UNICEF should work towards improving retrospective and ongoing evaluation activities;

(b) Further endorsed the notion that monitoring and evaluation should be further developed and used as effective management tools, with due focus on independent and external evaluation whenever necessary;

(c) Noted the views expressed by some delegations on the establishment of a central evaluation unit;

(d) Requested that a section on evaluation should be included in the report of the Executive Director to the Board.

VI. FINANCIAL AND ADMINISTRATIVE MATTERS

90. The Executive Board's Committee on Administration and Finance met on 2 and 3 May 1984. The major items of business were: (a) the financial reports; (b) the financial plan for 1983-1987; (c) a proposed new format for future budget estimates; (d) headquarters office accommodation; and (e) the financial report and 1984 work plan of the Greeting Card Operation. A detailed report on the deliberations of the Committee, including the resolutions and recommendations later adopted by the Executive Board, is contained in document E/ICEF/1984/AB/L.8.

Financial matters

91. The Executive Board noted that the financial position of UNICEF continued to be sound. The strengthening of the financial situation in 1982 had continued in 1983, despite the continuing effects of global economic recession and the strong United States dollar. Several delegations remarked that, among multilaterally funded organizations, UNICEF was weathering the difficult economic times very well, a tribute both to its mandate for the world's poorest children and to the recent performance of the organization.

92. In his opening statement, the Executive Director said that UNICEF income in 1983, excluding funds for emergencies, had been \$332 million, compared with \$328 million in 1982. That represented a valiant effort by several Governments, many of which had increased their contributions. However, it also reflected a stagnation or slight reduction on the part of other Governments. A vigorous and sustained funding effort would need to be made in 1984 and 1985.

Income

93. Total UNICEF income for 1983, including funds for emergencies, was \$342 million, \$68 million, or 17 per cent, less than estimated in the relevant financial plan. Voluntary contributions from Governments continued to make up 75 per cent of the total, but contributions from private sources increased slightly to 17 per cent of the total; the remaining 8 per cent came from organizations within the United Nations system and from other miscellaneous income.

94. Income for general resources was \$241 million, virtually the same level as in 1982. Income from supplementary funds contributions was \$101 million, 7 per cent more than in 1982, excluding contributions for Lebanon relief operations. It was estimated that the effects of the strengthening exchange rate for the United States dollar had reduced income by \$19 million.

Expenditure

95. Total expenditure in 1983 was \$332 million, which was \$24 million, or 6 per cent, less than estimated. Expenditure of \$236 million was from general resources and \$96 million from supplementary funds. The higher purchasing power of the United States dollar reduced the cost of goods and services paid in other currencies by some \$12 million.

Liquidity

96. During 1983, the liquidity provision was increased from \$66 million to \$68 million, which consisted of \$12 million in general resources cash balances and \$56 million in supplementary funds balances. However, the \$68 million was \$28 million lower than the level planned, mainly because of exchange rate effects and the lower-than-expected level of supplementary funds income received.

97. Some delegations expressed concern that the projected balance of general resources cash over the 1984-1987 financial plan period was too meagre and, in fact, would fall below one month's average expenditure, which was the minimum liquidity requirement determined by the Executive Board. The secretariat advised the delegations that the Executive Director would increase general resources cash balances in future to the extent that funding permitted. In the meantime, the Board was assured that general resources liquidity was already well covered because of: (a) the improved timing of payments by major Government donors and National Committees for UNICEF; and (b) the existence of substantial supplementary funds cash balances, half of which were included in the general resources liquidity provision.

Financial reports

98. The Executive Board reviewed and noted:

(a) The observations and comments of the Board of Auditors and of the Advisory Committee on Administrative and Budgetary Questions on the 1982 UNICEF financial report and the subsequent comments and actions by the Executive Director, as described in document E/ICEF/1984/AB/L.3;

(b) The financial report and statements for the year ended 31 December 1983 (E/ICEF/1984/AB/L.4).

99. On the financial report, some delegations expressed concern that the balance of unspent commitments at the end of 1983 was, at \$959 million, too high and requested clarification and comparison with earlier years.

100. The balance of \$959 million consisted of \$220 million for the 1984-1985 biennial budget, \$200 million for supplementary funds commitments and \$539 million for general resources commitments. Supplementary-funded programmes did not become commitments until fully funded and, of the \$200 million supplementary funds commitments, \$50 million was on call-forward at the end of 1983 and \$100 million was planned for expenditure during 1984-1985.

101. From 1979 to 1983, the relationship of outstanding general resources commitments to future income expectations had remained stable at the equivalent of 26 months of future income. The totals of outstanding commitments and income had obviously grown in absolute terms, but the ratio between the two had remained fairly constant.

Financial plan for 1984-1987

102. As described in paragraph 47 above and on the recommendation of the Committee on Administration and Finance, the Executive Board approved the financial plan for 1984-1987 (E/ICEF/1984/3, paras. 63-103).

103. Total income for 1984 was projected at \$395 million, which would be reduced to \$350 million as the result of a one-time accounting adjustment to align the recording of UNICEF income with the fiscal years of the Arab Gulf Programme for the United Nations Development Organizations (AGFUND) and the National Committees for UNICEF. The adjustment would not affect the cash situation of UNICEF; it would merely reduce the number of pledges recorded as income but unpaid at year-end. Of the estimated total 1984 income, \$245 million was expected from general resources and \$105 million from supplementary funds. Total expenditure in 1984 was projected at \$363 million.

104. The Committee on Administration and Finance endorsed the income projections as being realistic. The Committee also urged the encouragement of further contributions to income.

Revised budget format

105. As approved by the 1983 Executive Board, the Executive Director presented a proposal for a revised budget format for future biennial budget estimates that would be more in line with the organizational structure of the secretariat. The proposal was contained in document E/ICEF/1984/AB/L.1; the report of the Advisory Committee on Administrative and Budgetary Questions on the proposal was contained in document E/ICEF/1984/AB/L.2.

106. Delegations generally appreciated that the proposed budget format better reflected the structure of the organization, thus enabling future budget documents to be clearer and more useful as management tools. The greater involvement of the regional directors in budget preparation and the clearer presentation of the budgets of major headquarters divisions were also welcomed.

107. Some delegations expressed the need for a clear and precise definition of the overhead ratio that would be used in the 1986-1987 budget estimates so that it could serve as a useful measure of the efficiency of the secretariat. Some were also of the opinion that the ratio of total administrative budget to total expenditure should be maintained as well. In response, the secretariat undertook to provide full information on those matters in the 1986-1987 budget document.

108. The Executive Board approved the proposed format for future UNICEF budget estimates, as outlined in document E/ICEF/1984/AB/L.1.

109. As a corollary of the above decision, the Executive Board also approved the restatement of the 1984-1985 budget resolution, as proposed in document E/ICEF/1984/AB/L.1/Add.1, to provide comparability between the 1984-1985 revised estimates and the 1986-1987 proposed estimates, as follows:

"The Executive Board resolved:

"That the budget estimates for the biennium 1984-1985 are approved as follows:

Millions of US dollars

<u>Category 1:</u> Staff costs	154.9
<u>Category 2:</u> General operating costs	58.8
<u>Category 3:</u> Packing and assembly costs	<u>6.1</u>
Total (gross)	<u>219.8</u>

"That for the biennium 1984-1985, a commitment of \$219.8 million for the budget is approved;

"That the Executive Director should be authorized to administer as a unit the total provisions under each of categories 1, 2 and 3. The Executive Director may, without further authorization by the Committee on Administration and Finance, transfer, if necessary, between categories 1 and 2 an amount not exceeding 5 per cent of each category and may revise the amount of category 3 upward or downward in line with the volume of UNIPAC throughput. The Executive Director will report to the Executive Board accordingly".

110. The restatement of the budget resolution does not alter the amount of the total budget appropriation or the number of posts approved. It simply restates the appropriated amounts by category of expenditure rather than by functional parts.

Greeting Card Operation

Financial reports

111. On the recommendation of the Committee on Administration and Finance, the Executive Board reviewed and noted:

(a) The observations of the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions on the 1981/82 financial report on the Greeting Card Operation and the comments and actions taken by the Executive Director in response to those observations (E/ICEF/1984/AB/L.3); and

(b) The financial report of the 1982/83 season (E/ICEF/1984/AB/L.5).

1984 work plan

112. The Executive Board approved the 1984 work plan for the Greeting Card Operation (E/ICEF/1984/AB/L.6), which included expenditure estimates for the 1984/85 season of \$27.1 million in expectation of gross revenue of \$51.6 million, based on sales of 130 million cards. The work plan also included provision for a three-year interregional sales development programme.

113. Many delegations commended the Greeting Card Operation for its unique and valuable contribution to UNICEF. Provisional results from the 1983/84 campaign were that sales of 115 million cards would result in a net income of \$20 million, before exchange rate adjustments.

Administrative matters

UNICEF headquarters office accommodation

114. As described in document E/ICEF/1984/L.4, the Executive Director recommended to the Executive Board that UNICEF should accept an offer from the United Nations Development Corporation (UNDC) to lease space for UNICEF headquarters in the new UNDC-III building, which should be available for occupancy in late 1986 or early 1987. The new building, on East 44th Street in New York City, would be built to the particular requirements of UNICEF and would be known as "UNICEF House".

115. The Executive Board resolved that the Executive Director:

(a) As recommended in document E/ICEF/1984/L.4, is authorized to accept an offer from the United Nations Development Corporation to UNICEF to lease office space in their new UNDC-III building and to conclude a lease agreement with the Corporation for an initial term of 15 years, with an option to renew the lease for an additional 15-year term;

(b) Will ensure, with the assistance of the Office of Legal Affairs of the United Nations Secretariat, that the advantageous conditions negotiated so far with the United Nations Development Corporation will be reflected appropriately in the lease agreement;

(c) Will, in consultation with the Advisory Committee on Administrative and Budgetary Questions submit a progress report on the matter to the Executive Board at its 1985 regular session.

116. Several delegations noted that the great advantage of the offer made by the United Nations Development Corporation was that UNICEF would not be subject to real estate taxes. The working environment for the staff would be improved and the efficiency of the secretariat would be enhanced in a modern, technologically effective accommodation. Several delegations expressed the view that the new headquarters accommodation should not unnecessarily duplicate existing facilities and services of the United Nations Secretariat in New York. Other delegations stressed that, while the new accommodation should be relatively modest and utilitarian, in conformity with the image of UNICEF, it should meet the needs of the organization and should include a cafeteria and a major UNICEF exhibition area on the ground floor.

Staff matters

117. In continuation of the practice established in 1983, the Chairperson of the UNICEF Global Staff Association addressed the Committee on Administration and Finance, highlighting the problems facing staff in high-risk and difficult duty stations and the strain on staff in implementing the child survival and development revolution with "zero growth" staffing levels. She asked that high priority be given to staff welfare and prospects in order to maintain staff morale. In particular, five areas of concern should be addressed jointly by the Staff Association and UNICEF management:

(a) In filling vacancies, priority should be given to qualified candidates within UNICEF, with particular attention to increasing the number of women in senior positions;

(b) A more dynamic staff training and development policy should be instituted;

(c) There should be strict adherence to UNICEF personnel procedures on recruitment, placement, job classification and performance evaluation;

(d) Delays in recruitment, especially to hardship posts, and delays in transferring staff from duty stations where they have served beyond their requisite term, had a negative effect on staff that should be remedied, as should the hiatus in the job classification process;

(e) Staff, particularly in remote duty stations, should be kept informed of changes in UNICEF strategy and operations and the implications of such changes for their careers. Staff should be made to feel free to air concerns and make constructive suggestions.

VII. EXTERNAL RELATIONS

118. Several delegations noted that UNICEF external relations, for which the Executive Board, at its 1983 session, had endorsed an integral approach after considering a policy review on the subject (E/ICEF/L.1455), had continued to strengthen in both industrialized and developing countries.

119. External relations activities were considered as important as programme and administrative activities. It was generally recognized that the external relations function included much more than helping to safeguard or increase funding or enhancing the image of UNICEF. Central to its function was the constant effort to mobilize public and private concern for the well-being of children of the developing world, whether or not such support was connected to UNICEF, and to increase understanding of the needs of children everywhere.

Information and communication

120. The crucial role of information and communication as an integral part of the programme process was stressed by a number of delegates who urged UNICEF to expand its efforts in that area. One delegation suggested that a global study of this role should be undertaken with the National Committees for UNICEF. It was pointed out that effective communication was essential to raise public awareness of the work of UNICEF, to generate the human and financial resources that supported its programmes and to foster the public participation that sustained all UNICEF activities. One delegation noted that it was a communication revolution, with increased emphasis on education, that was thus required for a successful child survival revolution: communication should be used to create and increase demand in the community for the services of child development programmes.

121. At the request of the Chairman of the Executive Board, a report prepared by the Deputy Executive Director of External Relations was presented during the general debate. In the report, the Deputy Executive Director stated that while putting into action the policy directives endorsed by the Board in 1983 two important organizational and operational facts had been recognized. First, it had become clear that UNICEF representatives were the external relations officers in the field, carrying out - as part of their programme functions - advocacy, information and communication, media relations, fund-raising and greeting card sales, and developing collaborative relationships with National Committees, as well as with national and international private-sector groups. Secondly, it was recognized that communication and information, particularly educational information, were integral and essential elements of UNICEF programmes.

122. The adoption of the accelerated programme of child survival and development had also generated an intensive system-wide series of self-assessment discussions within UNICEF. The outcome had been a general appreciation within UNICEF of the importance of enabling families, through information and basic education, to become actively and effectively responsible for the welfare of their own children. Such a process would not only enable people to do far more for themselves, as with oral rehydration therapy, but also to voice their demands to governmental authorities for support in expanding the availability of clean water, vaccines, health and nutrition education, medical and paramedical services, rehydration therapy and other basic services. The Deputy Executive Director stressed that such was the

essence of the primary health care strategy as it emphasized self-help and community participation.

123. In conclusion, the report stated that the essential message of external relations policy was that UNICEF alone could not bring about the child survival and development revolution. However, although UNICEF was a small organization with limited human and financial resources, it could certainly increase its role as a catalyst of change through persistent advocacy with governmental ministries, improved collaboration with other United Nations bodies and bilateral aid agencies, and strategic alliances with professional and other associations, the news media and non-governmental organizations.

National Committees for UNICEF

124. In his report to the Board (E/ICEF/1984/2), the Executive Director paid tribute to the National Committees for their continued efforts to raise funds from the general public and from a wide variety of groups and organizations, to disseminate information, especially to the media, to handle greeting cards, to work in development education and to support UNICEF relations with Governments.

125. The Board's decision in 1983 to make the Geneva Office the focal point for all National Committees had already begun to yield good results. For example, the European National Committees were likely to expand their annual reunion into a global meeting embracing committees on all continents. Discussions were proceeding on the establishment of new National Committees in Asia, Latin America and the Gulf areas.

126. Many delegations expressed satisfaction with the growing recognition of the important external relations role played by the National Committees for UNICEF, illustrated by the fact that there were 32 members from a number of National Committees from all over the world attending the Board session, most of them as heads or members of delegations. The representative of the Standing Group of National Committees in Europe underscored the importance of the National Committees in the UNICEF system as a link with public opinion in industrialized countries where UNICEF was not directly represented and as an additional link with Governments. He stressed furthermore that their role was essentially one of providing information and their existence emphasized the UNICEF "people-to-people" approach and gave it a unique image among United Nations organizations.

127. A number of delegations were concerned that the Geneva Office, having assumed a global role in relation to National Committees, was not adequately staffed to provide the services required. Several delegations also urged that more attention and support be given to development education.

Non-governmental organizations

128. Emphasizing the importance of the close co-operation between UNICEF and non-governmental organizations in extending services benefiting children, several delegations encouraged UNICEF to continue its efforts to strengthen those links. They recognized the unique contribution non-governmental organizations regularly make to UNICEF programmes, not only through their ability to mobilize community support for various projects but also through their efficient use of human and

financial resources. Of equal importance was their contribution in industrialized countries where, as advocates, they called attention to the needs of children and supported UNICEF fund-raising activities.

129. A number of delegations agreed that the child survival and development revolution provided UNICEF with an excellent opportunity for mutual support and action with non-governmental organizations and welcomed such efforts. A number of international non-governmental organizations working in developing countries were promoting child survival revolution measures as part of their global and country services. For example, the League of Red Cross and Red Crescent Societies had established a "Child Alive" programme aimed at reducing infant mortality and morbidity through measures promoted by UNICEF.

130. In a statement to the Executive Board, the Chairperson of the Non-Governmental Organization Committee on UNICEF (E/ICEF/1984/NGO.1) noted with satisfaction the efforts made to strengthen the links between non-governmental organizations and UNICEF and stressed that the value of the partnership was both mutual and reciprocal. She pointed out, however, that while many non-governmental organizations have established working relationships with UNICEF field offices, their success was to some extent due to individual initiatives rather than to well-accepted, co-ordinated policies that encouraged non-governmental organization participation in various aspects of UNICEF field activities, including programme planning. She also suggested that guidelines for both non-governmental organizations and for UNICEF field staff might be helpful to improve the effectiveness of collaboration between UNICEF and non-governmental organizations.

Non-Governmental Organization Forum

131. Representatives of 44 member organizations of the Non-Governmental Organization Committee on UNICEF, joined by other non-governmental groups and participants in the Executive Board session, took part in the Non-Governmental Organization Forum held in conjunction with the Board. A report on the conclusions and recommendations of the Forum, resulting from a series of workshops on child health and nutrition, street children, child victims of armed conflict, disabled children and community participation in the development process, was presented to the Board (E/ICEF/1984/NGO.6).

132. The rights of the child were a central preoccupation of the Forum. Representatives urged States Members of non-governmental organizations of the United Nations to give the issue higher priority so as to achieve an early ratification of the new convention, which is still being drafted, and called on UNICEF and other organizations concerned with child welfare to monitor and support actively the work under way.

133. In approving the medium-term plan, the Board noted that the Non-Governmental Organization Forum was an innovation that should be repeated (see para. 45 (g) above).

VIII. OTHER MATTERS

Preparation for the 1985 session of the Executive Board

134. The Executive Board decided that a policy review paper on the subject of UNICEF support for the activities of women should be prepared for consideration at the 1985 regular session. The review should have two major aspects, the first being the role of women in the context of the family and of child survival and development, the second being support for the activities of women through their income-generating activities. Several delegations felt that the subject was particularly appropriate in view of the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women, to be held in Nairobi in August 1985.

135. The Executive Board also agreed that a policy review paper on the subject of children in especially difficult circumstances - including children in situations of war and conflict, street children and working children, and children affected by natural calamities - should be prepared for the 1986 regular session.

136. It was agreed that in addition to the 1986-1987 biennial budget estimates, at the 1985 regular session the Board would also have before it a quantitative study of the overhead costs for supplementary funds. A study of the operations and efficiency of the UNICEF Packing and Assembly Centre (UNIPAC) was scheduled for the 1986 regular session.

137. The 1985 regular session is to be held at United Nations Headquarters from 15 to 26 April 1985.

Review of documentation

138. Several delegations commended the secretariat for continuing to improve the quality and reduce the quantity of documentation and also for its efforts to achieve simultaneous distribution of documents in all official languages.

139. In line with recent General Assembly resolutions on the control and limitation of documentation, the documentation before the 1984 session was reviewed and discussed informally at a meeting of delegations on 30 April 1984, on the basis of an information note on documentation (E/ICEF/1984/CRP.29). On the recommendation of that meeting, contained in the document entitled "Review of documentation for the 1984 regular session" (E/ICEF/1984/CRP.47), the Executive Board decided that all member delegations should be invited to submit written comments on the 1984 documentation to the Secretary of the Executive Board by 15 June 1984. Those comments, focusing on improvements that could be made in time for the 1985 regular session, would be summarized by the Secretary and circulated to delegations for discussion by Board members in New York in September 1984.

140. The Executive Board further decided that the matters of longer-term improvements in documentation, in-session documentation and reporting arrangements, and the status of the informal Board/secretariat documentation group fell within the broader tasks discussed by the Working Group on the future work and procedures of the Executive Board (see para. 141 below).

Future work and procedures of the Executive Board

141. The Executive Board accepted a proposal by the Chairman of the Executive Board to establish a working group, with open-ended participation, to review the future work and procedures of the Executive Board (E/ICEF/1984/CRP.30, para. 21). The Working Group met on 25 April 1984 and was attended by representatives of 20 member delegations. As recommended in the report of the Working Group (E/ICEF/1984/CRP.46), the Executive Board decided:

(a) That the secretariat need not examine the question of the composition and size of the officers' bureau of the Executive Board to make recommendations to the Board in 1985 in view of the political nature of the matter; if necessary, an appropriate initiative could be taken on the matter by delegations for action by the Board itself;

(b) That, bearing in mind existing UNICEF programming and budgeting cycles, the secretariat should be asked to examine the proposal concerning the possible rescheduling and/or reorganization of the work programme for the Executive Board with a view to making recommendations to the Board at its 1985 session, in particular taking into account the following:

- (i) The examination by the secretariat should take a broad view of the question, describing the implications of the proposed recommendations and spelling out clearly their advantages, drawbacks, likely costs and impact on UNICEF operations;
- (ii) The examination should look into the changes in documentation that might be necessary as a result of the proposed recommendations;
- (iii) The examination should point out the implications of proposed recommendations on UNICEF relationships with other United Nations bodies and the specialized agencies, especially the World Food Programme, the World Health Organization, the United Nations Development Programme and the United Nations Educational, Scientific and Cultural Organization;

(c) That the secretariat should include, in the above-mentioned examination, a review of the procedures and reporting arrangements for the Programme Committee and the Committee on Administration and Finance with a view to improving the work of the Executive Board through possible changes in its rules of procedure, again specifying both the positive and negative aspects of such changes and taking into account the results of the change made in the reporting procedures at the 1984 session of the Board;

(d) That the Working Group, with the open-ended participation of member delegations, would meet in New York from time to time while the secretariat was preparing the report on the examination, particularly during the outline and first draft stages.

Audiences and addresses

142. On 26 April 1984, the Executive Board was granted audiences with His Holiness Pope John Paul II at the Vatican and with the President of the Republic of Italy, Mr. Sandro Pertini, in the Quirinale. The text of the address

by His Holiness is contained in document E/ICEF/1984/CRP.45 and the remarks by the Chairman of the Executive Board are contained in document E/ICEF/1984/CRP.44.

143. His Royal Highness Prince Talal Bin Abdul Aziz Al Saud, UNICEF Special Envoy and President of the Arab Gulf Programme for the United Nations Development Organizations (AGFUND), addressed the Board in person for the first time, stressing the importance of countries' establishing supreme councils for children to ensure that they were given the priority attention they needed and warranted. The text of Prince Talal's address is contained in document E/ICEF/1984/CRP.34. The Board expressed appreciation for the Prince's work in mobilizing support for UNICEF, especially during the current difficult economic times. His term as Special Envoy was extended for one year.

144. Ms. Liv Ulmann, a UNICEF Goodwill Ambassador, addressed the Board on 24 April. Her efforts to "awaken the conscience of the world" to the needs of women and children were applauded after she had described her recent visit to Mali. Her work, said the Executive Director, typified "the spirit of UNICEF".

145. Mr. James C. Ingram, Executive Director of WFP, and Dr. David Tejada de Rivero, Assistant Director-General of WHO, described the collaboration of their organizations with UNICEF. The examples of inter-agency co-operation, especially in support of child survival and development priorities, were applauded. The Board members felt that such efforts should be continued and expanded.

146. The Foreign Minister of Italy, Mr. Giulio Andreotti, addressed the Board at its closing meeting. In commenting on the child survival and development focus of UNICEF and on the subsequent responsibility of the Executive Director in supporting that "revolution", he stated:

"His failure would also be ours and above all a great obstacle to bettering the conditions of life of millions of children. The responsibility to act efficiently, realistically and speedily is for him and his collaborators ... but we, the member countries of the Board, have the responsibility to provide UNICEF with adequate support - financial as well as human resources - in order to fulfil this potential".

Tributes

147. On behalf of the Executive Board, the Chairman thanked the Government of Italy for its invitation to hold the 1984 session in Rome. The Italian National Committee for UNICEF was also thanked for its special contribution to the success of the session.

148. At the opening of the session, the Chairman announced that the Secretary-General had appointed Mr. James P. Grant to serve a second five-year term as Executive Director of UNICEF, beginning on 1 January 1985. On behalf of the Executive Board, she congratulated Mr. Grant on his reappointment and thanked him for his "outstanding work" during his first term of office.

149. Special appreciation was also expressed to Mr. Nils Thedin, leader of the delegation of Sweden, who was attending his last regular session as an official delegate. Mr. Thedin had been a member of the Board since 1961 and its Chairman three times.

Annex I

UNICEF FINANCIAL PLAN SUMMARY

(General resources and supplementary funds)

(Millions of United States dollars)

	<u>Actual</u>		<u>Planned</u>		<u>Projected</u>	
	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
1. Income	378	342	350	425	455	485
2. Commitments						
(a) Programme	405	182	197	442	305	280
(b) Budget	<u>-</u>	<u>221</u>	<u>-</u>	<u>243</u>	<u>-</u>	<u>277</u>
Subtotal	<u>405</u>	<u>403</u>	<u>197</u>	<u>685</u>	<u>305</u>	<u>557</u>
3. Expenditure						
(a) Programme	213	246	261	288	307	325
(b) Budget	<u>76</u>	<u>86</u>	<u>102</u>	<u>110</u>	<u>117</u>	<u>126</u>
Subtotal	<u>289</u>	<u>332</u>	<u>363</u>	<u>398</u>	<u>424</u>	<u>451</u>
4. Balance of cash at the beginning of the year	79	118	125	152	171	193
5. Liquidity						
(a) Requirement	76	84	93	107	112	122
(b) Provision expected to be held at the beginning of the year	42	66	68	84	93	105
<u>Other operations</u>						
6. UNIPAC warehouse						
(a) Supplies shipped to programmes	28	30	33	36	38	40
(b) Inventory	21	20	21	22	22	23
7. Greeting Card Operation						
(a) Net proceeds of sales	37	38	48	51	56	62
(b) Operating expenditure	20	20	26	27	30	34
8. Expenditure from trust funds	28	23	27	29	31	33
9. Donations-in-kind distributed	7	3	5	5	5	5
10. Provision for field office premises	-	-	2	1	1	1

Annex II

UNICEF FINANCIAL PLAN, BY SOURCE OF FUNDING

(Millions of United States dollars)

	<u>Actual</u>		<u>Planned</u>		<u>Projected</u>	
	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
<u>General resources</u>						
1. Income	243	241	245	300	325	350
2. Commitments						
(a) Programme	226	109	102	327	180	200
(b) Budget	<u>-</u>	<u>221</u>	<u>-</u>	<u>243</u>	<u>-</u>	<u>277</u>
Subtotal	<u>226</u>	<u>330</u>	<u>102</u>	<u>570</u>	<u>180</u>	<u>477</u>
3. Expenditures						
(a) Programme	153	150	171	188	202	215
(b) Budget	<u>76</u>	<u>86</u>	<u>102</u>	<u>110</u>	<u>117</u>	<u>126</u>
Subtotal	<u>229</u>	<u>236</u>	<u>273</u>	<u>298</u>	<u>319</u>	<u>341</u>
4. Balance of cash at the beginning of the year	5	14	12	17	16	18
5. Average general resources monthly payment	19	20	23	25	27	29
<u>Supplementary funds</u>						
6. Income	135	101	105	125	130	135
7. Commitment	179	73	95	115	125	130
8. Expenditures	60	96	90	100	105	110
9. Balance of cash at the beginning of the year	74	104	113	135	155	175

Annex III

UNICEF INCOME PROJECTIONS
(Millions of United States dollars)

	Actual			Planned		Projected	
	<u>1981</u> a/	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
<u>General resources</u>							
Governments b/	170	188	185	204	220	239	256
Non-governmental sources	19	28	22	22	24	26	28
Greeting Card Operation	18	17	18	22	24	26	28
Other income	<u>11</u>	<u>10</u>	<u>16</u>	<u>27</u>	<u>32</u>	<u>34</u>	<u>38</u>
Subtotal	<u>218</u>	<u>243</u>	<u>241</u>	<u>275</u>	<u>300</u>	<u>325</u>	<u>350</u>
Accounting adjustments				(30)			
Total				<u>245</u>			
<u>Supplementary funds</u>							
Governments b/	53	110	70	90	92	94	98
Non-governmental sources	17	17	20	20	22	24	25
United Nations	<u>3</u>	<u>8</u>	<u>11</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>12</u>
Subtotal	<u>73</u>	<u>135</u>	<u>101</u>	<u>120</u>	<u>125</u>	<u>130</u>	<u>135</u>
Accounting adjustments				(15)			
Total				<u>105</u>			
<u>Total income</u>							
Before accounting adjustment	291	378	342	395	425	455	485
After accounting adjustment	<u>291</u>	<u>378</u>	<u>342</u>	<u>350</u>	<u>425</u>	<u>455</u>	<u>485</u>

a/ Data for 1981 are given for reference purposes.

b/ Including contributions from intergovernmental sources.

Annex IV

GOVERNMENT PLEDGES TO GENERAL RESOURCES FOR 1984, AS ANNOUNCED AT
THE PLEDGING CONFERENCE HELD ON 8 NOVEMBER 1983 AND SUBSEQUENTLY
TO 31 MAY 1984

(United States dollars)

Country	Pledged for 1984
Afghanistan	30 000
Albania	-
Algeria	142 000
Angola	-
Argentina	-
Australia	2 026 800
Austria	752 688
Bahamas	-
Bahrain	7 500
Bangladesh	7 200
Barbados	5 000
Belgium	678 899
Belize	-
Benin	-
Bhutan	3 630
Bolivia	-
Botswana	8 696
Brazil	100 000
Bulgaria	60 914
Burma	42 550
Burundi	1 732
Byelorussian Soviet Socialist Republic	70 666
Cameroon	-
Canada	12 449 200
Cape Verde	-
Central African Republic	-
Chad	-
Chile	50 000
China	350 000
Colombia	385 000
Comoros	-
Congo	17 073
Cook Islands	-
Costa Rica	-
Cuba	116 988
Cyprus	-
Czechoslovakia	78 493
Democratic Kampuchea	-
Democratic People's Republic of Korea	-
Democratic Yemen	7 040
Denmark	5 203 945
Djibouti	2 000
Dominica	1 000

Country	Pledged for 1984
Dominican Republic	-
Ecuador	25 407
Egypt	82 202
El Salvador	-
Equatorial Guinea	-
Ethiopia	49 275
Fiji	1 863
Finland	6 028 262
France	4 074 074
Gabon	-
Gambia	-
German Democratic Republic	104 869
Germany, Federal Republic of	5 000 000
Ghana	-
Greece	135 000
Grenada	-
Guatemala	30 000
Guinea	1 000
Guinea-Bissau	-
Guyana	-
Haiti	-
Holy See	1 000
Honduras	-
Hungary	21 041
Iceland	11 370
India	1 502 347
Indonesia	300 000
Iran (Islamic Republic of)	-
Iraq	-
Ireland	412 543
Israel	50 600
Italy	15 868 093
Ivory Coast	-
Jamaica	4 146
Japan	12 200 000
Jordan	-
Kenya	10 036
Kiribati	-
Kuwait	200 000
Lao People's Democratic Republic	5 000
Lebanon	50 000
Lesotho	2 500
Liberia	-
Libyan Arab Jamahiriya	-
Liechtenstein	-
Luxembourg	15 597
Madagascar	6 352
Malawi	3 282
Malaysia	84 330
Maldives	3 000
Mali	-

Country	Pledged for 1984
Malta	-
Mauritania	-
Mauritius	3 331
Mexico	-
Monaco	3 304
Mongolia	3 500
Morocco	100 000
Mozambique	-
Nauru	-
Nepal	7 907
Netherlands	5 771 428
New Zealand	460 526
Nicaragua	-
Niger	-
Nigeria	362 416
Norway	16 219 531
Oman	50 000
Pakistan	55 076
Panama	22 000
Papua New Guinea	-
Paraguay	-
Peru	120 000
Philippines	413 700
Poland	64 425
Portugal	15 000
Qatar	-
Republic of Korea	147 000
Romania	10 965
kwanda	4 000
Saint Lucia	-
Saint Vincent and the Grenadines	750
Samoa	1 000
San Marino	-
Sao Tome and Principe	-
Saudi Arabia	1 000 000
Senegal	6 000
Seychelles	-
Sierra Leone	24 000
Singapore	-
Solomon Islands	-
Somalia	-
South Africa	-
Spain	440 000
Sri Lanka	10 044
Sudan	35 000
Suriname	-
Swaziland	5 328
Sweden	21 518 987
Switzerland	4 079 472
Syrian Arab Republic	-
Thailand	203 114

Country	Pledged for 1984
Togo	1 219
Tonga	-
Trinidad and Tobago	10 417
Tunisia	37 920
Turkey	91 463
Tuvalu	-
Uganda	3 059
Ukrainian Soviet Socialist Republic	141 332
Union of Soviet Socialist Republics	763 191
United Arab Emirates	-
United Kingdom of Great Britain and Northern Ireland	8 426 966
United Republic of Tanzania	23 418
United States of America	52 500 000
Upper Volta	7 317
Uruguay	-
Vanuatu	-
Venezuela	-
Viet Nam	6 000
Yemen	-
Yugoslavia	-
Zaire	2 000
Zambia	14 465
Zimbabwe	22 936
Arab Gulf Fund	-
	<u>182 091 110</u>
Estimated additional pledges	<u>9 908 890</u>
	<u><u>192 000 000</u></u>

Annex V

SUMMARY OF COMMITMENTS APPROVED BY THE EXECUTIVE BOARD AT ITS
1984 SESSION, BY REGION AND MAIN FIELD OF CO-OPERATION ^{a/}

	Africa (excluding N. Africa)	Americas	East Asia and Pakistan	South Central Asia	Middle East and North Africa	Inter- regional	Total	Percentage
(thousands of United States dollars)								
Child survival								
Child health	10 442	3 010	22 422	-	8 845	25	44 744	43.9
Child nutrition	<u>1 154</u>	<u>170</u>	<u>886</u>	<u>-</u>	<u>460</u>	<u>-</u>	<u>2 670</u>	<u>2.6</u>
Total child survival	11 596	3 180	23 308	-	9 305	25	47 414	46.5
Water supply/sanitation	2 456	509	255	-	1 178	-	4 398	4.3
Social welfare services for children	1 870	1 383	7 667	-	417	-	11 337	11.1
Formal education	2 543	1 140	15 090	-	494	-	19 267	18.9
Non-formal education	1 169	1 402	-	-	1 286	-	3 857	3.8
General ^{b/}	<u>3 936</u>	<u>2 359</u>	<u>6 420</u>	<u>-</u>	<u>2 999</u>	<u>-</u>	<u>15 714</u>	<u>15.4</u>
Subtotal programme aid	23 570	9 973	52 740	-	15 679	25	101 987	100.0
Deficits (over-expenditure)	17	-	-	-	-	-	17	
Emergency reserve fund ^{c/}	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3 000</u>	<u>3 000</u>	
Total assistance	23 587	9 973	52 740	-	15 679	3 025	105 004	
Savings (cancellations)	<u>-</u>	<u>(20)</u>	<u>-</u>	<u>-</u>	<u>(30)</u>	<u>-</u>	<u>(50)</u>	
Net increase in commitments	<u>23 587</u>	<u>9 953</u>	<u>52 740</u>	<u>-</u>	<u>15 649</u>	<u>3 025</u>	<u>104 954</u>	

^{a/} In addition to these commitments, those general resources commitments resulting from previous Board actions and planned for future fulfilment totalled \$759 million.

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

^{c/} The emergency reserve fund is automatically replenished at the start of each calendar year by an amount corresponding to the disbursements authorized by the Executive Director during the previous year (E/ICEF/670/Rev.2, para. 181 (b)). In 1983, the amount disbursed was \$3 million.

Annex VI

COMMITMENTS AND "NOTINGS" APPROVED BY THE EXECUTIVE BOARD
AT ITS 1984 SESSION, BY COUNTRY

Region/country	Document E/ICEF/1984/	Recommended amount a/ (US dollars)	Period	
<u>Eastern Africa</u>				
Comoros	P/L.2 and CRP.3	G 178 000	1985-1987	
Malawi	P/L.3 and CRP.4	G 5 724 000	1984-1987	
		S 1 825 000	1985-1987	
Seychelles	P/L.4 and CRP.5	G 124 000	1984-1986	
Somalia	P/L.5 and CRP.6	G 5 035 000	1984-1987	
		S 3 673 000	1984-1987	
Swaziland	P/L.6 and CRP.7	G 594 000	1985-1988	
		S 240 000	1985-1988	
Uganda	P/L.32	S 4 042 000	1984-1985	
Zambia	P/L.7 and CRP.8	G 1 477 000	1984-1986	
<u>Regional:</u>				
Resource centre for project support communications in Eastern Africa		P/L.8	G 500 000	1985-1987
Total, Eastern Africa		G	13 632 000	
		S	9 780 000	
<u>Central and West Africa</u>				
Benin	P/L.9 and CRP.9	G 3 154 000	1985-1988	
Central African Republic	P/L.10 and CRP.10	G 2 294 000	1984-1988	
		S 2 110 000	1984-1987	

Region/country	Document E/ICEF/1984/	Recommended amount a/ (US dollars)	Period
Equatorial Guinea	P/L.11 and CRP.11	G 374 165 b/	1984-1987
		S 264 000	1984-1985
Guinea-Bissau	P/L.12 and CRP.12	G 600 000	1984-1988
		S 3 000 000	1984-1986
Togo	P/L.13 and CRP.13	G 3 533 000	1984-1988
Total, Central and West Africa		G 9 955 165	
		S 5 374 000	
<u>Americas</u>			
Bolivia	P/L.14 and CRP.14	G 3 000 000	1984-1989
		S 8 055 000	1984-1988
Brazil	P/L.15 and CRP.15	G 2 671 000	1984-1987
		S 1 100 000	1984-1986
Dominican Republic	P/L.16 and CRP.16	G 1 405 000	1984-1987
Eastern Caribbean	P/L.17 and CRP.17	G 1 500 000	1984-1988
		S 150 000	1984
El Salvador	P/L.18 and CRP.18	G 328 000	1984-1985
		S 1 225 000	1984-1986
Haiti	P/L.32	S 1 978 000	1984-1988
Honduras	P/L.19 and CRP.19	G 616 000	1984-1986
		S 3 094 000	1984-1986
Jamaica	P/L.20 and CRP.20	G 138 000	1986-1988
		S 750 000	1984-1988
Mexico	P/L.32	S 450 000	1984-1987
Nicaragua	P/L.21 and CRP.21	G 315 000	1984-1985
		S 3 550 000	1984-1986
Total, Americas		G 9 973 000	
		S 20 352 000	

Region/country	Document E/ICEF/1984/	Recommended amount a/ (US dollars)	Period
<u>East Asia and Pakistan</u>			
China	P/L.22 and CRP.22	G 50 000 000	1985-1989
Democratic Kampuchea	P/L.23 and CRP.23	G 2 490 000	1984-1985
		S 4 050 000	1984-1985
Pacific Islands	P/L.32	S 787 000	1984-1987
Pakistan	P/L.32	S 2 700 000	1984-1987
Philippines	P/L.32	S 2 008 000	1984-1987
<u>Regional:</u>			
Social development planning and programming in East Asia, Pakistan and the Pacific			
	P/L.24	G 250 000	1984-1985
Total, East Asia and Pakistan		G 52 740 000	
		S 9 545 000	
<u>South Central Asia</u>			
Bhutan	P/L.32	S 5 100 000	1984-1986
Total, South Central Asia		S 5 100 000	
<u>Middle East and North Africa</u>			
Algeria	P/L.25 and CRP.24	G 358 000	1984-1985
Egypt	P/L.26 and CRP.25	G 13 371 000	1985-1989
		S 4 300 000	1985-1989
Yemen Arab Republic	P/L.32	S 1 860 000	1984-1986
<u>Regional:</u>			
Palestinian children and mothers in Jordan			
	P/L.27	G 600 000	1984-1987
		S 450 000	1984-1987

Region/country	Document E/ICEF/1984/	Recommended amount <u>a/</u> (US dollars)	Period
Palestinian children and mothers in Lebanon	P/L.28	G 800 000	1984-1987
		S 600 000	1984-1987
Palestinian children and mothers in the Syrian Arab Republic	P/L.29	G 550 000	1984-1987
		S 450 000	1984-1987
Palestinian children and mothers in the West Bank and Gaza	P/L.32	S 1 700 000	1984-1986
Total, Middle East and North Africa		G 15 679 000	
		S 9 360 000	
<u>Interregional</u>			
Maurice Pate Memorial Award	P/L.30	G 25 000	1984
Total, Interregional		G 25 000	
<u>Global</u>			
Programme aid		G 102 004 165	
		S 59 511 000	
Savings (cancellation)	P/L.31	G (50 399)	
Net increase in programme commitment		G 101 953 766	
Emergency reserve fund		G 3 000 000 <u>c/</u>	
Total, Global		G 104 953 766	
		S <u>59 511 000</u>	

a/ G: general resources; S: supplementary funds required for "noted" projects.

b/ Including \$17,165 to cover over-expenditure in previous commitments.

c/ The emergency reserve fund is automatically replenished at the start of each calendar year by an amount corresponding to the disbursements authorized by the Executive Director during the previous year (E/ICEF/670/Rev.3, para. 181 (b)).

Annex VII

UNICEF EXPENDITURE BY MAIN FIELD OF CO-OPERATION, INCLUDING FUNDS-IN-TRUST

	Annual averages			Annual expenditure				
	1965-1969	1970-1974	1975-1979	1979	1980	1981	1982	1983
	(thousands of US dollars)							
Child survival	20 948	26 381	53 327	72 582	76 544	63 199	69 966	77 590
Basic child health ^a	(16 537)	(20 812)	(41 525)	(58 208)	(57 839)	(49 129)	(50 953)	(58 351)
Child nutrition	(4 411)	(5 569)	(11 802)	(14 374)	(18 705)	(14 070)	(19 013)	(19 239)
Water supply and sanitation	2 230	6 770	24 919	53 148	50 569	45 653	60 727	67 842
Social welfare services for children	1 322	2 288	7 587	12 430	13 812	17 613	15 647	17 667
Formal education	5 350	12 637	21 496	26 828	25 951	23 819	20 560	29 972
Non-formal education	360	1 088	4 473	7 378	8 464	8 501	8 571	10 409
Emergency relief ^{a/}	1 359	2 762	5 773	21 110	58 274	37 944	16 263	13 393
General ^{b/}	961	2 926	9 450	15 893	18 101	21 523	22 014	29 292
Programme support services	5 354	9 194	22 437	30 355	38 405	45 200	39 551 ^{c/}	44 684
Total assistance	37 884	64 046	149 462	239 724	290 120	263 452	252 647	290 849
Administrative services	3 047	5 518	13 875	18 728	23 267	28 944	36 752 ^{c/}	41 130
IYC operational costs	-	-	-	-	945	642	-	-
Grand total	40 931	69 564	163 337	259 397	314 029	292 396	289 399	331 979

(percentage breakdown of programme expenditure)

Child survival	64	48	42	35	31	29	33	32
Basic child health	(50)	(38)	(33)	(28)	(23)	(23)	(24)	(24)
Child nutrition	(14)	(10)	(9)	(7)	(8)	(6)	(9)	(8)
Water supply and sanitation	7	12	19	25	20	21	28	28
Social welfare services for children	4	4	6	6	6	8	7	7
Formal education	17	23	17	13	10	11	10	12
Non-formal education	1	2	4	3	3	4	4	4
Emergency relief ^{a/}	4	5	5	10	23	17	8	5
General ^{b/}	3	6	7	8	7	10	10	12
Total programme expenditure	100	100	100	100	100	100	100	100

^{a/} Not including assistance for rehabilitation of facilities damaged or destroyed in emergency situations which is distributed into appropriate sections of assistance. Emergency relief and rehabilitation would be \$18,117,288 in 1982; \$49,780,000 in 1981; \$69,291,658 in 1980; and \$38,327,200 in 1979.

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

^{c/} Owing to changes in the presentation in the 1982-1983 budget (see E/ICEF/AB/L.247), these figures are not comparable to those for previous years.