



UNITED NATIONS CHILDREN'S FUND

REPORT OF THE EXECUTIVE BOARD

(23 May-3 June 1977)

ECONOMIC AND SOCIAL COUNCIL

OFFICIAL RECORDS: SIXTY-THIRD SESSION

SUPPLEMENT No. 12

UNITED NATIONS



UNITED NATIONS CHILDREN'S FUND
REPORT OF THE EXECUTIVE BOARD

(23 May-3 June 1977)

ECONOMIC AND SOCIAL COUNCIL
OFFICIAL RECORDS: SIXTY-THIRD SESSION

SUPPLEMENT No. 12

UNITED NATIONS

New York, 1977

NOTE

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

E/6014
E/ICEF/651

CONTENTS

	<u>Paragraphs</u>	<u>Page</u>
Abbreviations		v
 <u>Chapter</u>		
I. ORGANIZATION OF THE SESSION	1 - 11	1
II. SUMMARY OF PROCEEDINGS	12 - 13	4
III. THE SITUATION OF CHILDREN AND THE ROLE OF UNICEF...	14 - 21	5
IV. COMMITMENTS APPROVED AT THE SESSION	22 - 24	9
V. PROGRAMME REVIEWS	25 - 80	10
Aid for primary and non-formal education	25 - 35	10
Child health: the primary health care approach	36 - 62	14
Reaching the children of the urban poor	63 - 80	22
VI. PROGRAMME ISSUES AND TRENDS	81 - 138	28
General questions	81 - 115	28
Medium term programme planning	81 - 87	28
Expenditure for main fields of aid	88 - 91	30
UNICEF aid to countries with different levels of resources	92 - 99	31
Building up national capacities	100 - 103	34
Delivery of assistance	104 - 106	36
Evaluative activities	107 - 108	37
Co-ordination with aid from the United Nations system	109 - 112	38
Other general matters	113 - 115	38
Child nutrition	116 - 122	39
Some assistance programmes on behalf of the young child and women	123 - 128	41
Village-level technology	129 - 130	43
The basic services approach	131 - 136	44
Emergency relief	137 - 138	45
VII. FINANCIAL AND ADMINISTRATIVE MATTERS	139 - 181	47
Financial situation	139 - 146	47
Financial plan 1977-1979	147 - 153	48
UNICEF fund-raising system	154 - 163	51
Supply operation	164 - 168	53
Strengthening the management of UNICEF	169 - 176	54
Administrative and programme support budgets.	177 - 179	56
Financial and related reports	180 - 181	57

CONTENTS (continued)

<u>Chapter</u>		<u>Paragraphs</u>	<u>Page</u>
VIII.	INTERNATIONAL YEAR OF THE CHILD	182 - 186	58
IX.	OTHER	187 - 205	64
	Co-operation with UNICEF National Committees and non-governmental organizations	187 - 196	64
	Preparations for 1978 and subsequent Board sessions	197 - 200	66
	Election procedure for officers and committees	201 - 205	68

ANNEXES

I.	Summary of commitments approved by the Executive Board in May 1977 by region and type of programme	69
II.	Aid approved by the Board at its May 1977 session, by countries	70
III.	Government pledges to UNICEF general resources for 1977 (as of 31 May 1977)	74
IV.	Contributions from Governments for 1975 and 1976.....	76
V.	Contributions to UNICEF from non-governmental sources including revenue from sales of Greeting Card Operation during 1975 and 1976	80

ABBREVIATIONS

FAO	Food and Agriculture Organization of the United Nations
ILO	International Labour Organisation
NGO	Non-Governmental Organizations
UNDP	United Nations Development Programme
UNDRO	Office of the United Nations Disaster Relief Co-ordinator
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
WFP	World Food Programme
WHO	World Health Organization

I. ORGANIZATION OF THE SESSION

1. The Executive Board held its 492nd to 503rd meetings at the Philippine International Convention Center, Manila from 23 to 26 May and on 3 June, 1977. The Programme Committee, sitting as a committee of the whole, held its 391st to 398th meetings from 30 May to 2 June. The Committee on Administration and Finance met on 27 and 28 May. The session ended on 3 June. Preceding the Board session, from 17 to 19 May, there was a Special Meeting on the situation of children in Asia with emphasis on basic services.

2. The Chairman of the Board was Mr. Antonio Ordóñez-Plaja (Colombia), the Chairman of the Programme Committee was Mr. Ferdinand Leopold Oyono (United Republic of Cameroon), and the Chairman of the Committee on Administration and Finance was Mrs. Sadako Ogata (Japan). The agenda of the Board, as adopted, is contained in document E/ICEF/647/Rev.1.

3. The following States members of the Board were represented: Benin, Brazil, Canada, Colombia, Cuba, Finland, France, Germany, Federal Republic of, India, Indonesia, Italy, Japan, Morocco, Netherlands, Pakistan, Philippines, Poland, Sweden, Switzerland, Thailand, Union of Soviet Socialist Republics, United Kingdom of Great Britain and Northern Ireland, United Republic of Cameroon, United Republic of Tanzania, United States of America and Yugoslavia. A list of representatives and observers attending the session is given in document E/ICEF/CRP/77-24.

4. A list of documents issued in connexion with the session is contained in document E/ICEF/INF/39/Rev.1.

Opening ceremony

5. An opening ceremony for both the Board session and the Special Meeting was held on 17 May. A statement of welcome was made by the First Lady of the Philippines and Governor of Metro Manila, Mrs. Imelda Romualdez Marcos, and a keynote address was made by His Excellency Mr. Ferdinand E. Marcos, President of the Philippines. Statements were also made at the opening ceremony by the Chairman of the Executive Board, and by the Executive Director, who also read a message from the Secretary-General of the United Nations. 1/

6. Mrs. Imelda Romualdez Marcos commended the efforts of UNICEF on behalf of the world's children and noted the Philippines' continuing contribution to UNICEF in terms of policy and material support. She also emphasized the role of children and youth in the national development of the country. In recalling her own role in the International Colloquium held in Geneva on the world child emergency in 1974, she called for greater compassion and courage in pursuing the struggle to save children, on whom the future depends.

1/ These statements are reproduced in document E/ICEF/649.

7. President Marcos described the awesome dimensions of infant mortality, disease, malnutrition and illiteracy which afflict millions of children and youth in developing countries, particularly in Asia. He noted that while significant resources were devoted to the care of the young in Asia, investments continue to fall short of needs. There was an increasing need to complement economic planning with specific social policy measures aimed at promoting progress and equity. In that context, he drew attention to significant national efforts to improve the well-being of children in the Philippines, including the proclamation of the Decade of the Filipino Child (1977-1987).

8. Pointing out that the international community was faced with the formidable and inescapable challenge of meeting the basic needs of more than 500 million children living in a state of continuing emergency in developing countries, President Marcos proposed that serious consideration be given to a declaration of a Decade of the Child in Asia as part of the observance of the International Year of the Child, and indicated that the Philippines would be prepared to act as host to regional consultations among Asian nations to prepare such a declaration.

Expression of appreciation to the Government of the Philippines

9. The Executive Board expressed its deep appreciation to the Government of the Philippines for making it possible to hold the Board session and Special Meeting on the situation of children in Asia in Manila. The Board was also indebted to the President of the Philippines and the First Lady for addressing the inaugural meeting, to the Government of the Philippines for its generous hospitality, and to the many Government officials and others, whose kind and thoughtful efforts had helped to make the meetings such a success. The Board was especially appreciative of the opportunity provided to participants at the meetings for field observations of programmes in the Philippines related to the interests of UNICEF (see para. 11 below).

Special Meeting on the situation of children in Asia with emphasis on basic services

10. At the Special Meeting, held under the auspices of the Board (see para. 1 above), participants, in addition to Board members, included representatives of Asian Governments, not members of the Board but members of the United Nations or specialized agencies. Nine case studies were presented of projects in urban, rural and development areas of Asian countries. They described innovative approaches in the delivery of basic services benefiting children, initiated particularly by voluntary groups and dedicated community leaders. Debate centred on how the successful features of those projects could be replicated and expanded to reach a substantial number of children of the poor and underserved sections of society. Highlighted as essential components of

efforts by Governments to encourage and sustain community involvement were: the need to bridge the gap between government initiatives and local scepticism about the worth of official measures, and the key role which could be played by private initiative in developing working models for services to hitherto unserved areas; the value of involving women in the development process wherever possible; the importance of tailoring aid for training and supplies to the needs of grass-roots workers; and the use of existing cultural values as a base upon which to build.

11. The Special Meeting, together with the first-hand field observation by meeting participants of community-based integrated projects in the Philippines, which immediately followed the conclusion of the Special Meeting, added a significant substantive dimension to the Board proceedings. 2/

2/ A report on the Special Meeting was circulated during the course of the Board session under the double symbol E/ICEF/650-E/ICEF/ASIA/14. A list of the case studies is given in the report. A revised version of the report is to be issued.

II. SUMMARY OF PROCEEDINGS

12. The Board approved commitments totalling \$129.4 million. It discussed the orientation of UNICEF policies in the light of the situation of children in the developing countries and the evolution of relevant policies in the United Nations system. It undertook reviews of aid for primary and non-formal education, child health in relation to primary health care and experience in reaching children of the urban poor. It addressed itself to a number of programme issues and trends, some of which it decided warranted further consideration at its next or a subsequent session. It approved a financial plan for 1977-1979 and administrative and programme support budgets. It asked the Executive Director to report to the Board at its next session on the feasibility of using a rolling medium-term programme of work linked with corresponding financial and staffing plans and based upon needs and programme possibilities on the one hand, and, on the other, revenue that could be reasonably expected.

13. The Board welcomed the General Assembly endorsement, in its resolution 31/168, of an annual revenue target for UNICEF of \$200 million and hoped that would be reached no later than 1979 - the International Year of the Child. In reviewing the fund-raising system of UNICEF the Board suggested certain improvements in order to increase general contributions and facilitate long-range planning. It approved the measures taken or planned by the Executive Director to strengthen the management of UNICEF. It also dealt with matters related to the International Year of the Child, both in relation to the role of UNICEF as the lead agency for the Year in the United Nations system and the inputs of UNICEF itself into the Year.

III. THE SITUATION OF CHILDREN AND THE ROLE OF UNICEF

14. The Executive Director's general progress report to the Board (E/ICEF/648 (Parts I and II)) 3/ and UNICEF field reports indicated that, in general, the lot of children improved somewhat during 1976. That was due largely to better harvests combined with a modest global economic recovery, and, in some countries, initiatives in the development and application of social policies benefiting children. An increasing number of decision-makers in government and people throughout the world had come to realize that programmes aimed at improving the situation of children were indispensable components of the over-all development process.

15. That did not mean that the over-all difficulties had diminished appreciably. Shortages of foreign exchange, domestic inflation and high import prices - to mention only some of the main problems - continued to hamper many Governments' efforts to do more for their children. Total food production in the developing countries as a whole was back to per capita levels not greater than the average of the years 1969-1971: in many developing countries it was still below those levels, and in a number of "most severely affected" countries there was a falling trend in per capita cereal production. The "quiet" food crisis continued despite major technological advances and vigorous efforts by many Governments. Moreover, there were new and worrying forecasts that the world food situation could again seriously deteriorate. Although prices of many goods exported by developing countries were rising, so too were prices of consumer goods, directly affecting the capacity of families to provide for their children. Although official development assistance was going increasingly toward the least developed countries where the needs were the greatest, the total flow of aid was not yet geared in any systematic way toward those countries.

16. On the encouraging side, UNICEF field offices continued to report new policy initiatives placing increased emphasis on social development and on giving higher priority to services for children in development planning and implementation. On the global plane, a series of decisions had been taken recently that focused greater attention on children. They follow such major policy changes as the 1975 decision of the WHO Assembly (in an action parallel to that of the UNICEF Executive Board) placing special emphasis on community-based primary health care. Among the instances cited by the Executive Director were: the emphasis placed on basic needs by the World Employment Conference, held in Geneva in June 1976, and that of Habitat: United Nations Conference on Human Settlements, held in Vancouver in August 1976, on protecting the living environment of the most vulnerable social groups, such as children; the greater attention to rural development by developing countries and the

3/ A discussion of the situation of children in the light of global developments is contained in part I (paras. 2-6) and elaborated upon in part II (paras. 3-38).

United Nations system, in which the concept of basic services for children could play an important role; the call by the Fifth Conference of Heads of State or Government of Non-Aligned Countries, held at Colombo in 1976, for national policies to satisfy basic human needs; resolution 9.2 of the UNESCO General Conference, held in Nairobi in October/November 1976, drawing attention to the priority that children, among others, should have in anti-poverty programmes; and the establishment of the International Fund for Agricultural Development ^{4/} whose objectives included improving the nutritional level of the lower-income groups of the population (see also the discussion on the basic services approach, paras. 131-135 below).

17. Those, however, were mainly declarations of intent and agendas for future action, and the Executive Director expressed his deep concern with the continuing urgent unmet needs of children. ^{5/} The most intolerable aspect, in his opinion, was that that situation was not inevitable. What needed to be done to improve it dramatically could be done right now - on the basis of currently accepted principles for personal, national and international conduct and with resources that could be made available soon and without real difficulty. Reforms in economic systems could help in releasing more resources for the world's poor, including children. What was most needed was a wider realization of the inhuman conditions in which so many children lived today, of the immense possibilities for doing something about those conditions, and a determination to act now. If the world so decided, its children could be saved - and the coming generations could grow into healthier and happier people, able to serve and be proud of their societies.

18. A number of views were expressed by delegations in the Board's general debate. There was danger that, because of the easing of some aspects of the world food and economic crisis, there might be a lessening of concern about the serious situation of children. A country's development efforts must be based on its main asset - its human resources, and more particularly, the on-coming generation. The new international economic order, which demanded a more equitable distribution of

^{4/} See A/CONF.73/15.

^{5/} In this connexion, he referred to an address by the President of the World Bank to the World Affairs Council in Boston in January 1977, who, when referring to the one billion or so people living in the poorest developing countries, stated: "Malnutrition saps their energy, stunts their bodies, and shortens their lives. Illiteracy darkens their minds, and forecloses their futures. Preventable diseases maim and kill their children." The President of the World Bank added that, compared with most people in industrialized countries, "individuals in the poorest nations have: an infant mortality rate eight times higher; a life expectancy rate one third lower; an adult literacy rate 60 per cent less; a nutritional level, for one out of every two in the population, below the minimum acceptable standards; and for millions of infants, less protein than is sufficient to permit the optimum development of the brain".

resources among countries, was now being supplemented by a "basic needs strategy". That strategy recognized that changes in the international economic system were essential, but that they would benefit the poor and vulnerable only if coupled with reforms within the countries. In efforts to make the new international economic order a reality, the important social development components should be included. Countries must at the same time seek to ensure a better distribution of income and the well-being of their population. UNICEF, with its emphasis on basic services, was a forerunner within the United Nations system in that line of thinking and in taking action along realistic lines. Efforts to achieve greater equality both between and within countries seemed difficult only in relation to what had so far been achieved and not in relation to what was actually possible if political requirements were fulfilled.

19. In that context there was more need than ever for UNICEF to continue its co-operation with developing countries in the three major areas which had characterized its work: assistance in the planning and design of services benefiting children; delivery of supplementary supplies, equipment and other aid for extending those services; and provision of funds to strengthen within-country training of much-needed personnel. That co-operation, which in a number of ways helped build up national capacities and promote greater self-reliance, was increasingly welcomed by developing countries (see paras. 100-103 below). It was also essential for UNICEF to increase its "advocacy" role and encourage a greater deployment of resources for services benefiting children by the international community. In the developing countries there must be a national commitment to upgrade the situation of children as an integral part of national development planning.

20. It was recognized that an important aspect of the basic advocacy task of UNICEF was to share experience and information on the need for greater support with other funding organizations - international and bilateral. For example, as a result of its review of aid for education at the current session (paras. 25-35 below), the Board felt that UNICEF had the responsibility of encouraging, wherever it could, a greater flow of aid to primary education from other sources. That role added another dimension to the close co-operative relationships in effect for some years between UNICEF and various agencies in the United Nations system on matters of policy and operating procedures of joint concern - for example, ensuring concern for children in the UNDP country programming exercises - and in joint aid for the preparation, execution and evaluation of individual assistance projects (see paras. 109-112 below).

21. The Executive Director called the Board's attention to the view he had expressed to the Ad Hoc Committee on the Restructuring of the Economic and Social Sectors of the United Nations System, namely, that to the extent that the consolidation of funds in the United Nations system might be considered or recommended, UNICEF, for the foreseeable future, should retain its separate identity, operating procedures and organizational structure. That position was fully supported by a large number of delegations which felt that UNICEF must continue its unique role as an independent advocate for children's needs and be free to continue helping to meet them with its flexible and responsive methods of operation. It was assumed that if in the future the Ad Hoc Committee made recommendations that significantly affected the position of UNICEF, the Board would have an opportunity to discuss them.

IV. COMMITMENTS APPROVED AT THE SESSION

22. The Board approved commitments totalling \$129.4 million. Of that amount, \$113.2 million was for assistance and \$16.2 million for administrative services (for 1978 and supplementary 1977 commitments). The assistance consisted of \$86.8 in programme aid and \$26.4 million in programme support services (see annex II below). The programme aid was earmarked for about half of the countries currently assisted by UNICEF and for 14 interregional, regional or subregional projects, the remainder being covered by commitments previously approved. About two thirds of the aid will be called forward in 1977 and 1978 and the remainder later. 6/

23. In addition, the Board noted 42 recommendations for support by specific purpose contributions, bringing the total amount for which supplementary funding was being sought to \$65.9 million. 7/ A number of those were noted components of projects for which the Board also approved commitments from general resources, and they provided an opportunity for expanding established activities.

24. As a result of action by the Board at the current and previous sessions, UNICEF, at the end of the session, would be aiding projects in 100 countries and territories: 45 in Africa; 20 in the Americas; 25 in Asia (excluding countries in the Eastern Mediterranean); 9 in the Eastern Mediterranean; and 1 in Europe (Turkey).

6/ The Board noted that estimated call-forwards by calendar year of new commitments approved at the session, as well as a comprehensive list of revised estimates relating to the remaining years of commitments previously approved, were given in document E/ICEF/P/L.1655, annex II. The phasing of call-forwards constituted the basis upon which the Executive Director would authorize future expenditures from year to year as required.

7/ A description of these projects is to be issued by UNICEF in July 1977 in a single volume (SA.23) for the consideration of prospective donors.

V. PROGRAMME REVIEWS

Aid for primary and non-formal education

25. The Board had before it a report by the Executive Director, entitled "Flow of external aid to education at the primary school level and to non-formal education, and UNICEF participation" (E/ICEF/L.1358) prepared at the request of the Board as a consequence of the debate at its 1976 session on the setting of UNICEF programme assistance priorities. In preparing the report, the UNICEF secretariat had been helped by UNESCO, bilateral aid agencies, and Mr. H.M. Phillips. The representative of UNESCO helped to introduce the report and participated in the discussion.

26. The report pointed out that UNICEF assistance to education derived from its advocacy of a systematic approach to children's needs. Primary or basic education was an essential element in the personal development of children and in their preparation for a productive life. It was a component of basic services without which the other components would be weakened. UNICEF emphasis was on promoting qualitative improvements in education and helping countries to find ways of delivering effective education to children who were not yet receiving it. Accordingly, it concentrated on providing aid for curriculum reform, the development of teaching aids and textbooks, teacher training and retraining, and the education of girls. UNICEF also provided assistance in connexion with reconstruction efforts in primary education in countries affected by wars or natural disasters. The report made a number of main points as set forth below:

(a) In the poorer developing countries of Africa and Asia, on the average, only about one third of school-age children were enrolled in primary school; a high proportion dropped out after the first or second year; the absolute number of illiterates over 14 was growing, especially among girls.

(b) Efforts were being made at renovation, reforms, and innovations in content, channels and methods, as well as extending coverage into less-favoured areas. However, a high percentage of the national budgets were committed to teachers' salaries, and ministries, therefore, had few resources for problem-solving along those lines.

(c) For primary and non-formal education, official aid was \$145 million (\$70 million multilateral and \$75 million bilateral), or 6 per cent of total official aid for education. In contrast, developing countries were themselves spending on the average about half of their educational budgets on primary education, a total of some \$13,000 million.

(d) Of the \$70 million multilateral aid committed for primary and non-formal education in 1975 the two largest sources were the World Bank group (\$30 million) and UNICEF (\$29 million). The remaining \$11 million came from the UNESCO regular budget (\$3 million), UNDP/UNESCO (\$3 million)

and others (\$5 million). UNICEF aid amounted to 40 per cent of general multilateral aid in that field and 20 per cent of multilateral plus bilateral aid.

(e) UNICEF aid for education was co-ordinated at both headquarters and the country level with that provided through technical assistance and various funding agencies.

(f) UNICEF aid for education had gone predominantly to the least developed and "most seriously affected" countries. UNICEF commitments for education ranged between 20 and 26 per cent of all project commitments, and in recent years about one fourth of those commitments had been for non-formal education.

27. The Executive Director believed that the effectiveness of UNICEF co-operation could be strengthened in a number of fields in which countries faced many unsolved problems - the education of rural children in relation to rural development, the education of urban children in relation to other services for poor urban areas, education and literacy training for adolescents and women. The technical co-operation of UNESCO, and the exchange of information with the World Bank, would continue to be important supports for the effectiveness of UNICEF aid. In addition, using the information available to it, UNICEF should try to increase the flow of external resources to the broad field of primary education, formal and non-formal.

28. The main conclusion of the Executive Director's report was that UNICEF co-operation, small as it was in relation to the problem, was filling a major role in a key field of development at a critical point in the evolution of that field, and was complementing rather than duplicating other aid, both in substance and methods of operation. A special role was played by UNICEF aid because of its emphasis on child development and on the relations of basic education to other basic services required for child development. It was important, therefore, for UNICEF to continue along existing lines in that field, at least for the foreseeable future, continuing to emphasize building national capacity with respect to content and methods of education, links with health, nutrition, child care and the education of girls and mothers, aid to projects in the lowest-income countries, and serving the lower socio-economic groups. UNICEF should also actively encourage other agencies to increase aid for primary education, both formal and non-formal.

29. In the Board discussion there was general agreement that new initiatives in both formal and non-formal education relevant to socio-economic needs constituted a vital component of social change benefiting children, particularly those of the more disadvantaged population groups. A number of specific points were made by delegates. Support should be increased for innovative forms of education as part of a basic services approach involving maximum community participation. It was not possible to reach all children simply by expanding imported educational systems; reforms of structures, methods and content were necessary. Conventional education should not be neglected. Primary education which

combined schooling with food production, workshops, community improvement activities and other types of work programmes could be an important tool for social change as well as for preparation of young people. It was important that assistance should not result in cultural alienation and disappearance of traditional values; in that respect indigenous non-Western schools were an important base to build upon. Although primary education was extremely desirable in rural areas, it was vital in urban areas to ensure the survival of the indigenous population. Attention needed to be given to gifted children who had difficulty in adapting to curricula intended for children of average intelligence. The developing countries must decide on their own priorities; they should set up co-ordinating machinery to direct aid toward those aspects of education needing it most.

30. Many delegates attached particular importance to non-formal education and felt that efforts should be made to expand it. Some stressed, however, that it should be viewed as a useful supplement to formal education, which it could not replace. Among the specific views expressed were the following. Non-formal education had not been sufficiently supported by educational institutions. The strong urban orientation of formal education could not serve the development needs of rural populations; the interests of rural communities should not be subordinated to those of an urban élite. Non-formal education was the best way of ensuring that an educational component was an integral part of community development projects. Non-formal education was essential in mobilizing the energies and capacities of the people; psychological and educational efforts at the grass-roots level were required so that communities became interested and willing to participate in the process. One of the problems in non-formal education was the lack of properly prepared instructional materials; more technical and material assistance was needed. Pilot projects should be broadened whenever possible; information on the experience gained should be made available. Further research was needed to determine the best relationship between formal and non-formal education and to identify the means of applying principles of non-formal education to formal primary education.

31. In discussing the UNICEF role in assistance for primary and non-formal education, delegates commented on the critical need UNICEF had filled, on its usefulness as a pioneer and catalyst in promoting innovative approaches and qualitative improvements, and on the importance of continuing to give priority to children in the least developed countries and under-served population groups. It was pointed out that in order not to dissipate its efforts UNICEF should take great care in selecting the projects it supported. It was suggested that, provided project objectives conformed to UNICEF assistance policies, the forms of UNICEF aid should not be limited. The importance of continuing support for non-formal education relating to health, hygiene, family and child care, food and nutrition, homecraft and practical skills was stressed by some delegates; however, one view expressed was that, preferably, that should be the task of bodies whose express purpose was the training of adults. In relation to that, it was pointed out that the aims of educational assistance should not be too narrowly defined, and such

assistance should be viewed within the context of the basic services approach: for example, assistance designed to reduce the workload of women and to provide them with income-earning skills was of great importance. In general, UNICEF should be prepared to contribute to those aspects of social development which most affected children.

32. One delegation believed that care should be taken to avoid over-emphasizing aid to primary education to the detriment of the needs of other age groups. It would be an error to neglect entirely the needs of pre-school children or those who would never have access to formal education programmes; therefore aid to pre-school programmes of a non-formal nature should be increased. No amount of funding at the primary school level could wholly restore a child who was damaged in the first years of his life. The UNICEF policy of co-ordinating its activities with those of other funding agencies should enable it to concentrate its own assistance on the first years of the primary cycle. Other delegations agreed that the pre-school child required more attention; however, to limit UNICEF aid to the pre-school child would leave a gap which was not being filled by any other agency.

33. Members felt that the report had provided a useful overview of the situation, which should be taken into account by bilateral aid agencies and other donors. One delegation pointed out that the report had not attempted to evaluate the results of the external aid provided and it therefore provided only an introduction to a broader analysis which should follow. The delegation therefore proposed that the secretariat should bring before the Board at its next session a systematic appraisal of assistance for primary education - both formal and non-formal - in developing countries, covering both UNICEF-assisted projects and those assisted by other donors. That appraisal would make it possible better to define the salient needs of children, to evaluate the measures taken by the countries and by donors to satisfy those needs, to delineate the major problems that arose, to draw up a list of priority areas and to prepare an action plan for the 1980s, with special emphasis on UNICEF. That would not only help the Board to determine the future orientation of UNICEF but would also have a catalytic effect on the educational policies of the developing countries.

34. Several delegations expressed interest in that proposal. However, the secretariat stated that, while it could contribute to such a study, its wide scope would require other sponsorship and resources going beyond those of UNICEF. An evaluation of assistance projects with an educational component would be submitted to the Board in 1979 or 1980.

Conclusions of the Board

35. The Board approved the following conclusions:

(a) The Board concluded that the general lines of UNICEF assistance policy should be maintained for primary education and non-formal education, especially as an eventual component of basic services. It was encouraging to note that many countries were developing basic education, combining

some of the methods of primary and non-formal education, and fitting in well with other basic services. Emphasis should be maintained on building national capacity with respect to content and methods; on links with health, nutrition, child care, preparation for participation in society, the education of girls and mothers; on aid to projects in the lowest-income countries and the lower socio-economic population groups; and on rehabilitation, usually financed substantially by specific purpose contributions. It would be appropriate in the future to give more attention than in the past to encouraging exploration and development measures to meet the educational needs of pre-school children, to the use of traditional channels of education, and to the education of gifted children.

(b) The Board noted that the report submitted at the session covered current UNICEF assistance policies but did not evaluate their application. It requested that such an evaluation should now be prepared with a view to submitting a report at the 1979 session.

(c) In view especially of the many unexplored and unsolved problems in the field of education, UNICEF, in applying its assistance policies, should give great attention to making its aid to education more effective. In that, it should continue to take advantage of the technical co-operation of UNESCO, and the expertise available in the countries with assisted projects, and should consult as appropriate with other agencies active in that field.

(d) UNICEF should use the results of the study on the flow of external aid to encourage, wherever it could, a greater flow of aid to that field from other sources.

Child health: the primary health care approach

36. The Executive Board had an extensive discussion of issues affecting the health of children in developing countries, taking account of various programme progress reports provided by the Executive Director, current and proposed UNICEF assistance to projects, the information and views provided by WHO, and, in particular, a joint UNICEF/WHO study on community involvement in primary health care (E/ICEF/L.1355 and Corr.1 and 2), and the report of the UNICEF/WHO Joint Committee on Health Policy (JCHP) (E/ICEF/L.1356), as well as comments on the JCHP report by the Executive Director (E/ICEF/L.1357).

37. Members of the Board stressed the fundamental importance of measures promoting child health and their high priority for UNICEF assistance within the comprehensive basic services strategy. Assistance to maternal and child health, including water supply, remained the largest single sector of UNICEF aid, amounting to over one half of total expenditure, and members of the Board welcomed the prospect that that emphasis would be maintained; some felt that it should be increased.

38. The Board recalled that, in 1975, in consort with WHO, UNICEF had endorsed community-based primary health care (PHC) as the most effective and feasible approach to promoting community and child health for the large majority now living beyond the effective reach of national health services. The new approach was intersectoral: health was seen to be an integral part of over-all social and economic development, and the activities of many sectors - for example, agriculture, education, water, nutrition - needed to be brought to bear on health in a co-ordinated way. Being rooted in the community, PHC required the active understanding and participation of communities in the planning and execution of measures to improve their health. A key agent would be the primary health worker, selected from the community and in some measure supported by it. The primary health worker would be given basic training without being alienated from the community and would receive guidance and technical and logistical support from the reoriented national health service.

39. During the Board's review, the point was made that PHC did not constitute an alternative to or substitute for basic health services. In fact, there would be only one national health system, all-comprehensive, with PHC serving to complete the system through bringing all families and communities into the system. It was also observed that, although intended for the community as a whole, PHC would necessarily give major attention to mothers and children who constituted a majority of the population. In the deployment of its resources, UNICEF should give priority to the particular health needs of children.

Report of the Joint Committee on Health Policy

40. The Board received with appreciation the report of JCHP. The main items presented in the JCHP report were: progress in PHC, including preparations for the International Conference on Primary Health Care in September 1978; community involvement in PHC; communicable disease control, including immunization; and a future study of water supply and environmental sanitation as components of PHC. The Board gave careful consideration to the Committee's observations and recommendations.

Progress in primary health care, including preparations for the International Conference on Primary Health Care

41. Members of the Board expressed their agreement with the views of JCHP on implementing PHC and encouraged UNICEF and WHO to pursue their efforts to develop PHC. It was felt important to ensure that the intersectoral character of the new approach was understood and pursued, so as to avoid a too narrow interpretation where PHC might be construed as simply a vertical extension of existing health services. Primary health care must be set in the context and process of general development. The implications of that new perspective for existing health services must

also be understood and given force; in other words, the existing health structure must be oriented to support the community primary health worker through supervision and technical counsel and appropriate training, and by offering reference facilities for specialized treatment. Greater effort was required to use or create a health technology which was realistically addressed to priority needs and capacities in the unserved communities. The great potential of women and youth as participants in PHC should be fully exploited. The fundamental importance of reorienting the training and outlook of all health personnel in the philosophy and techniques of PHC was underlined by a number of delegates. Several delegates remarked on the need for an appropriate linkage between preventive and curative measures, which should be interrelated and mutually reinforcing. One delegation suggested that the major components of PHC in its initial stage should be immunization, nutrition and family planning.

42. Several Board members called for serious efforts, aided by UNICEF in co-operation with WHO, to evaluate the effectiveness of national approaches to PHC. Although the difficulty of such evaluation was considerable, it was important to make the effort. Specific yardsticks and base-line data were essential. One member noted that those problems of measurement were being tackled with some success in his country.

43. There was general appreciation for the joint efforts being made by WHO and UNICEF to assure optimum benefit from the International Conference on Primary Health Care to be held in Alma Alta, Union of Soviet Socialist Republics, in September 1978. ^{8/} The preparations for the Conference should focus on the varied experiences of individual countries in understanding, adopting and introducing PHC. Thus, the reports of the several regional preparatory meetings should reflect studies and experience of individual countries rather than presenting a generalized amalgam for whole regions. Board members were therefore pleased to learn that UNICEF was focusing its attention on country-level activities, both in preparation for the International Conference and in the long-term perspective of national development. It was also appropriate for UNICEF to encourage Governments to send to the Conference well-balanced inter-sectoral delegations comprising knowledgeable nationals who were convinced of the principles of PHC. The Board approved the approach adopted and the steps taken by UNICEF in participating in the preparatory phases of the Conference.

Community participation in primary health care

44. The Board noted that the original UNICEF/WHO study, ^{9/} which had led to the formal endorsement of the PHC approach in 1975, had identified community participation as essential to health promotion. The UNICEF/WHO study on community involvement in PHC before the Board (E/ICEF/L.1355

^{8/} The Board had before it a note on preparations for the Conference (E/ICEF/CRP/77-11).

^{9/} V. Djukanovic and E.P. Mach, eds., Alternative Approaches to Meeting Basic Health Needs in Developing Countries (Geneva, World Health Organization, 1975). This was an edited version of a document initially circulated under the symbol E/ICEF/L.1322 and Corr.1.

and Corr.1 and 2) and the related recommendations of JCHP (see E/ICEF/L.1356, sect. 7) represented an effort to gain a deeper understanding of the process of community participation and the conditions favouring it, and at the same time to identify more clearly the assistance which UNICEF might provide to encourage and enhance community participation.

45. The study, based on nine case studies, reinforced the views of the Board as to the necessity of active community involvement in the determination of needs, and in the preparation and execution of actions to meet those needs. Community action might take many different forms, depending on local traditions, the internal dynamics and structures within communities, and the national political, social and economic environment. To facilitate effective action it was essential to ensure that communities were addressing problems which they in fact considered worthy of their attention and effort. Those problems, in the first instance, might not appear to have much impact on health. Once the practice of co-operative action had been instituted, however, the range of community concerns might be broadened. Although the study had been initiated in the context of PHC, it had thrown light on a process that was fundamental to the whole spectrum of basic services for children. It was thus a positive contribution to the development of basic UNICEF policy.

46. While welcoming the study, members of the Board recognized that it was not definitive; it was a valuable synthesis and analysis of current experience with a very complex subject. However, there were serious obstacles to the activation of communities, which deserved further careful study. The Board agreed, therefore, that the line of exploration opened up by the report should be followed up in continuing reviews and evaluations, so that future UNICEF action might be more securely based on national experience.

47. The Board gave careful consideration to the relationship between the national role and community roles and initiatives. Some delegates observed that conditions were optimal for community involvement where a country had a dynamic approach to goals for social and economic development and where national policy encouraged an active community contribution to the achievement of those goals; in such circumstances, important actions would be initiated by Governments to facilitate and support community participation, including appropriate structural changes. Such an environment would also minimize the possibility that local community initiatives might be isolated, fragmentary and ephemeral. In the deployment of UNICEF aid, an effort should be made to focus on durable and replicable action, without ignoring the need for experimentation inherent in any pioneering undertaking.

48. Several delegates also stressed the responsibility of national authorities to provide specific forms of aid to the community, and to the primary health worker, notably through over-all guidance, supervision, technical guidance, financial and logistical support. The major

responsibility for training the primary health worker and the re-orientation and revised training of all health personnel also rested with the national authorities. Suitable referral facilities and an efficient referral system were another national responsibility. National and regional authorities also had a special role to play in the education and orientation of public officials and people of influence and leadership. It was suggested that UNICEF, in agreement with Governments, should extend its working relations within countries to regional and community levels in the furtherance of the principle of community involvement.

49. It was pointed out that care must be taken to avoid the imposition of preconceived ideas and programmes on communities. The real desires, needs, attitudes and practices of the communities must be understood and respected. Very often a community was a shrewd judge of its priority needs and in many respects had a better notion of how to tackle its problems than any outsider could have. It was essential therefore to achieve an open dialogue and true communication between government officials and the communities. In that process the attitudes and the understanding of government health staff and other personnel could be greatly affected. A two-way learning process might be instituted.

50. The importance of identifying and exploiting specific resources in the community was also stressed; they included indigenous healers and traditional midwives who should be brought into PHC in appropriate ways. Attention was also drawn to the special contribution which non-governmental organizations might make, under appropriate circumstances, to that process. In some places non-governmental organizations were able to break new ground and to help in devising new techniques for eventual wider application.

51. There was a general view that UNICEF should reinforce its advocacy of community involvement in PHC and in basic services generally, beginning with the UNICEF staff but including major partners in the United Nations system, major financing institutions and important bilateral aid organizations. The main focus of UNICEF effort and assistance should, of course, remain in the developing countries.

52. The Board noted that the WHO Executive Board had adopted a resolution on 24 May 1977 supporting the recommendations of JCHP and expressing its satisfaction with the continued excellent co-operation between UNICEF and WHO, which it hoped would be further strengthened (EB60.R1).

Conclusions of the Board on community involvement in primary health care

53. The Board adopted a statement of conclusions on community involvement in PHC which read as follows:

"The Executive Board expressed appreciation of the report of the UNICEF/WHO Joint Committee on Health Policy (JCHP) on community

involvement in primary health care, a study of the process of community motivation and continued participation (E/ICEF/L.1355, and Corr.1 and 2), and endorsed the view of JCHP that UNICEF should intensify its collaboration with countries in developing primary health care with special emphasis on community participation.

"In its discussion the Board noted that the study had helped clarify important elements of primary health care which were also applicable to basic services for children and rural development.

"In discussing community participation, the Board stressed that participation, as illustrated in the nine cases examined in preparation of the JCHP study, occurred in many ways and in many differing social settings. What was common to all those situations was the finding that the energies and resources of the community were essential components of the process of improving health and well-being, and of overall economic and social development. The developmental character of primary health care thus necessitated the collaboration of other United Nations agencies, non-governmental organizations and bilateral aid.

"In the light of the foregoing, the Board considered that community participation was essential. It should, however, be viewed with flexibility, in the specific context of national political realities and in harmony with the social, cultural and economic situation. The Board also agreed that primary health care, as part of the general effort of communities towards development, had a better chance of attracting communities' interest and participation when applied as a multi-sectoral development undertaking, rallying all the available resources bearing on health positively.

"Other features considered by the Board as necessary for the successful and continued involvement of communities in primary health care included: respect for communities' culture and felt needs, decentralization of decision-making, and the full utilization of all available community resources (financial, human, etc.).

"The Board further noted that community participation would affect collaboration at the country level. A new balance would be emerging with the meshing on the one hand; of government policies and activities, and community undertakings, on the other. That had implications for UNICEF/WHO collaboration at the country level, which would require further study and gathering of experience.

"The Board also emphasized that the effectiveness of primary health care would in large measure rest on the development of country leadership. The need for training - technical and orientation training - of community workers and primary health care workers was stressed, as well as the reorientation and technical training of professional health and related personnel of training schools and established referral health institutions, and, especially, the professional staff directly responsible for training, support and supervision of village-level primary health workers.

"The Board recognized the great importance in all cases of a firm government commitment and the essential role of government structures and services in the support of community primary health care endeavours as well as in the provision of the necessary overall policy framework, in order to improve the conditions of the children of the poorest strata of the population.

"In concluding its debate, the Board recorded its appreciation for the continued, close co-operation between UNICEF and WHO, which had led - in a relatively short time - to the formulation of important, innovative strategies in primary health care and basic services for children, with community participation as an essential component.

"The Board expressed great satisfaction for the interesting and useful approaches followed by WHO and UNICEF in the planning and conduct of the study. It requested that community participation be considered as an essential component of primary health care and fully endorsed the study findings, conclusions and recommendations as put forward in document E/ICEF/L.1356, section 7, and the recommendations of the Executive Director contained in document E/ICEF/L.1357, paragraphs 5 to 8.

"The Board reiterated that WHO and UNICEF should continue to give utmost emphasis to community participation in advocating and promoting the development of primary health care and basic services for children, and in collaborating with Governments in the implementation of national primary health care programmes.

"To do so, UNICEF and WHO should intensify training and orientation of their own staff and of national staff in primary health care and in methods for identifying community resources and mobilizing community involvement.

"Realizing that the study constitutes only a first step in the understanding of the mechanics of stimulating and maintaining community participation, the Board encouraged UNICEF and WHO to continue to closely survey experiences so as to gain a better understanding of that essential process and progressively develop adequate technology and methods of work."

Immunization

54. In 1975 UNICEF formally associated itself with WHO in supporting a global effort to improve and extend communicable disease control, with particular attention to immunization against diseases commonly affecting children. The report of JCHP included a review of current progress and plans to strengthen national actions in that direction (E/ICEF/L.1356, sect. 8). The Board also had before it comments of the Executive Director on the JCHP review (E/ICEF/L.1357, para. 9).

55. In the Board discussion, some concern was expressed over the possibility that, as UNICEF was proceeding to reorient its approach to child health in the pursuance of the broad primary health approach, the need for specific action to contend with the threat of communicable diseases might be somewhat neglected. Much credit was due to UNICEF for the effective support which it had given in the past to energetic national efforts directed to that problem. The concern was enhanced by evidence that in some countries the incidence of some serious diseases was on the increase. Immunization measures were now relatively inexpensive and effective. In themselves they could contribute significantly to the reduction of child mortality and to the avoidance of permanent disabilities. It was also well known that such diseases among children were an important factor in nutritional status. Therefore, there should be no let-up in UNICEF participation in the efforts to bring them under control. It was also pointed out that attention to immunization was not enough; there were many diseases affecting children which were not affected by immunization but required other measures, such as environmental sanitation, clean water, improved housing, better nutrition and education.

56. It was affirmed that it was important for national authorities, and for international organizations, especially UNICEF, to commit themselves to a consistent effort over the long period of years which it would take to have an important impact. UNICEF assistance should be particularly addressed to strengthening the support and logistical systems in developing countries, with careful attention to creating the "cold chain" necessary to ensure that vaccines were potent when injected. UNICEF aid should be aimed at making countries self-sufficient, including, wherever feasible, in the local production of vaccines.

57. At the conclusion of its consideration of that subject, the Board agreed that UNICEF should consider assistance to communicable disease control, including the expanded programme of immunization, as one of its main priorities, and that provision of vaccines, drugs and other material assistance should be considered as a long-term commitment to be carefully phased out only when reliable take-over by permanent sources could be secured.

Water supply and sanitation components of primary health care

58. In the course of the Board's general debate, the Executive Director reported that the United Nations Water Conference, held in Argentina in March 1977, had attached high priority to the question of clean drinking water and sanitation and had expressed appreciation for UNICEF work in that area. Apart from the vital importance of clean water to a child's health, UNICEF-sponsored programmes to provide remote rural villages with simple, low-cost water installations were an excellent starting-point for community involvement in the whole area of basic services.

59. The Joint Committee on Health Policy recommended that a study on water supply and the sanitation components of primary health care should be jointly undertaken by WHO and UNICEF. That proposal was supported by the Executive Director, who believed that such a study was especially needed because national water policies and programmes were generally determined, in large part, by government ministries or departments other than health. In many countries, water supply projects consequently tended to be planned and administered as relatively autonomous operations. Since water was so basic to health and development, it was essential to bring water projects into the primary health care and the over-all development process (E/ICEF/L.1357, para. 11).

60. In the Board discussion, some delegates suggested that the study take into account the importance of community understanding and participation in environmental sanitation and water supply activities. Unless the community understood the benefits to be gained, the new facilities would not be well used. In addition, community support was required to maintain those facilities.

61. During the consideration of water supply projects, or project components, in the Programme Committee, a number of delegates referred to the important role UNICEF could play in that field as an advocate of policy as well as a source of material and technical assistance. Educational efforts were a prerequisite for dealing with maintenance problems and in that respect both formal and non-formal education, including functional literacy programmes for adults, especially women, were felt to be important.

62. The Board agreed that a study of environmental sanitation and water supply, as part of primary health care, should be undertaken by WHO and UNICEF, for submission through JCHP to the Board at its 1979 session.

Reaching the children of the urban poor

63. In 1971, the Board, upon the recommendation of the Executive Director, had adopted guidelines for the expansion of UNICEF aid to children in urban slums and shanty towns. ^{10/} Based on the premise that the urban poor could do a great deal to help themselves given the proper support, the Board agreed that UNICEF aid for services benefiting children in slums and shanty towns would be given in all fields in which UNICEF normally assists, but in forms appropriate to the urban situation. That would include assistance in the formulation of policy, in establishing the necessary organizational structures, project preparation, and assistance in the delivery of services. In the Board's view it would be desirable to have as comprehensive a framework of action as possible. In some cases, however, assistance for selected projects of immediate benefit might be required as a first step. While UNICEF was to focus its attention primarily on the needs of children, the wider economic and social setting would have to be taken into account and would provide an opportunity for various members of the United Nations system to work together in a complementary relationship.

^{10/} Official Records of the Economic and Social Council, Fifty-first Session, Supplement No. 8 (E/5035-E/ICEF/612), paras. 126-129.

64. One of the assumptions behind the 1971 decision was that the types of health, nutrition, education and welfare services that UNICEF normally assisted could not be simply extended into poor urban areas because of existing governmental, economic and social constraints, and that it was necessary to have special urban projects of which those services could form a part.

65. At its sessions in 1975 and 1976, the Executive Director reported to the Board that relatively slow progress had been made in supporting services for children in slums and shanty towns. In order to have a fuller understanding of the situation the Board requested a review, to be submitted at its 1977 session, of the experience of UNICEF in providing services in poor urban areas. In response to that request, the Executive Director had prepared an information note (E/ICEF/P/L.1653 and Corr.1), which provided a review of the seven urban projects currently being assisted and certain observations concerning the pattern, form and content of UNICEF assistance to urban projects.

66. Projects receiving some aid from UNICEF fell into two broad categories: long-range comprehensive programmes aimed at physical improvements and social and economic development of low-income communities, where UNICEF assistance was directed towards the social component benefiting children; and more limited programmes where the major emphasis was on the delivery of services. Long-range comprehensive UNICEF assistance was given in partnership with a larger funding partner, national or international. Under the more limited programmes, those providing services of fairly immediate benefit to poor urban children, UNICEF was the major outside provider of financial assistance. Of the seven projects reviewed, three (Ecuador, Indonesia and Zambia) were classified under the first category and four (Colombia, Egypt, India and Pakistan) under the second. Under both categories assistance was provided in varying degrees for policy development, training of national staff, project preparation and the launching of services benefiting children.

67. Experience had shown that the more comprehensive programmes required a long period of preparation before the condition of children in urban poor communities was improved. On the other hand, the approach that tried to extend social services had the greater potential for involving communities in action programmes of direct benefit to mothers and children, and in the future might well lead to more comprehensive programmes.

68. In the course of reviewing the projects, some light was also shed on the elements of a feasible urban basic services system that would bring direct benefits to poor children. While the focus of assistance had been on the children of the urban poor, it had been shown that it was easier to identify the target group than to reach it effectively. Part of the difficulty could be laid to the fact that years might be spent in working towards the establishment of appropriate policies by

national and local Government and the creation or strengthening of institutional capacities to plan and execute programmes affecting poor children. There was also a lack of experience of site-and-service projects and slum upgrading, and limited resources to undertake such programmes. Another reason was that the concept of slum improvement and the establishment of assistance programmes to the urban poor had not yet gained national acceptance in many developing countries. A further difficulty arose out of the natural tendency to provide both social and physical services in the first place for the middle and upper income areas in cities. In many cases where projects had focused on specific environmental improvement programmes for the poor, as for example in the case of "low income" housing, the costs of those facilities had been beyond the economic means of the original target group. Nonetheless, there had been a growing awareness by Governments that effective solutions for the problems of the urban poor had to be found.

The instruments of urban assistance

69. The instruments that might be used to bring direct benefits to poor children included:

(a) Community participation which means active involvement of community members in determining priorities, in organizing self-help activities and carrying out simple services;

(b) Communication links between the Government and the community so that the needs of the communities and the priorities of the Government were interrelated and the communities assured of a part in the development process;

(c) Women's activities and programmes related to their assumption of non-traditional urban roles, a factor bearing on the well-being of children;

(d) Application of appropriate technology for urban areas which could advance community self-help activities.

70. The means of assistance as described in the seven urban projects included assistance in the formulation of social urban policy which would lead ultimately to policies and programmes of benefit to poor urban children; support of project preparation to permit effective project design, start-up and operation; establishing organizational infrastructures and related social programme management capacities to help national and local institutions both expand existing programmes and plan new ones; and assistance in the delivery of services in health, nutrition, education, social welfare and for environmental improvements that would benefit mothers and children of the urban poor. With regard to the latter, assistance was often needed as a contribution towards supplies, equipment, training and other initial start-up costs of delivering such services.

71. As a consequence of an increasing general awareness about urban problems and the plight of the urban poor, and particularly because the special urban projects assisted by UNICEF were so limited in scope, there was reason to doubt whether the main approach for UNICEF assistance should continue to be through special urban projects. The Executive Director therefore recommended that a clearer picture be drawn of UNICEF assistance benefiting the children of the poor in urban areas, not just assistance through special urban projects. The constraints affecting the flow of that assistance also needed to be understood more clearly. Furthermore, a framework for providing basic services in urban areas at a low cost was yet to be elaborated. Because it was not possible to cover those questions in the present report, he proposed to report further to the 1978 session. Suggestions for UNICEF assistance policy could follow from that review.

72. Meanwhile, it was not necessary for that re-examination to delay the application of current assistance policies. UNICEF should continue to handle requests for assistance for urban projects benefiting children, for extension into unserved urban areas of the types of service in which it generally co-operated, and for related investigation and training. Complementing those activities UNICEF should continue to work with other members of the United Nations system, bilateral agencies and non-governmental organizations, in order to increase the total resources available to developing countries so that more adequate solutions to the urgent problems of urban children might be found.

Discussion in the Board

73. The Board welcomed the report of the Executive Director and noted that it represented only one stage in a long process, the aim of which was to find ways of meeting the needs of children of the poor in urban areas. Given the size of the problem, it was difficult currently to envisage solutions that were economically realistic, politically feasible and attainable within a reasonable period of time. Board members concurred with the view that the tasks involved in identifying or designing those solutions would continue for some time to come.

74. A number of points in the report were emphasized or commented upon by delegations. The fact that most countries lack policies and programmes to benefit poor children and mothers in urban areas was a matter of some concern. It was suggested that UNICEF should assume a more active advocacy role in calling attention to the problem, fostering the incorporation of a social development component in urban improvement programmes, promoting local initiative and, where possible, suggesting desirable approaches. One delegation recommended that that aspect - the extent to which UNICEF dialogue and advocacy with Governments might encourage and support community-based programmes benefiting needy urban children - should be included in the report to be submitted to the Board at its next session.

75. It was also pointed out that the basic services approach which promoted decision-making by the concerned rural communities were equally applicable to social development activities in urban areas. Communities did not acquire decision-making powers naturally, they must be given those powers, and that could be done by assuring that resources reached the poor urban community and that the people of the community were brought into the process of deciding upon their use.

76. There was general agreement that much more could be done to narrow the gap between the Government and the poor, and that UNICEF and non-governmental organizations could make a considerable contribution towards that end. One of the functions of non-formal education, for example, could be to provide the urban poor with the necessary skills for dealing with their problems and for explaining their interests to the authorities.

77. Several delegations suggested that in preparing the report for the next Board session the possibilities of involving the population concerned should be further explored. In that regard, an examination should be made of the extent to which UNICEF could work with Governments to help identify and support indigenous community leadership among the urban poor.

78. Several delegations welcomed the emphasis the Executive Director's report placed on the economic role of women in urban areas and the need for functional educational programmes to assist them. UNICEF had a special role to play in that regard. Women as well as men were often confused when faced with the new roles they were called on to play within the family and community and little guidance was being given to parents and young people who would be future parents.

79. A number of comments were made about the level of UNICEF assistance to urban projects. Some delegations stressed that UNICEF should continue to give high priority to the expansion of basic services in rural areas which would reduce the migration to towns and cities. To extend services to children in poor urban areas would, in their view, represent a dispersion of resources. Others were of the opinion that too much emphasis was being placed on rural programmes by comparison with urban areas where the situation was deteriorating. Migration to towns and cities was a consequence of development and presented an irreversible trend. Furthermore, not to be overlooked in the growth of urban areas was the natural increase of the existing population. Urban development was a determining factor in the over-all development of a country and while great efforts were called for, especially in rural areas, progress could not be achieved without the support of towns and cities. There was a general consensus that UNICEF should not change its current efforts to promote basic services in rural areas, but should, in addition,

make a similar effort to benefit the urban areas. More importance should not be attached to the one rather than the other, but UNICEF assistance priorities should be defined in the context of each country's needs and priorities.

Conclusions of the Board

80. The Board agreed to the preliminary conclusions and recommendations of the Executive Director submitted in his information note (E/ICEF/P/L.1653 and Corr.1) and authorized the Executive Director to submit a further report on the subject at its 1978 session, taking into account the comments and views expressed by Board members.

VI. PROGRAMME ISSUES AND TRENDS

General questions

Medium-term programme planning

81. The Board considered a suggestion made by one delegation, supported by a number of others, that UNICEF endeavour to plan its assistance programmes on a longer-term basis and link that with longer-term financial planning and staffing. The suggestion was discussed by the Board both in the general debate and in connexion with the Board's consideration of the UNICEF fund-raising system (para. 152 below); it was also discussed in the Committee on Administration and Finance in connexion with the Committee's consideration of the financial plan (E/ICEF/AB/L.180/Rev.1 paras.18-20; see also para. 151 below) and its consideration of administrative and programme support budgets (E/ICEF/AB/L.180/Rev.1, para.57; see also para. 177 below).

82. The main reason for the suggestion was that the emphasis of UNICEF on extending its work into the promotion of basic services and reaching the children of the poorer strata of the population required a firmer programme of work over a three-year period, based upon needs and programme possibilities, on the one hand, and the revenue that could be reasonably expected, on the other hand. The secretariat would prepare each year for Board consideration a plan of programme work and corresponding income and staffing plans for a rolling three-year period. The plans would be sufficiently flexible to allow UNICEF to respond to new situations and adapt its assistance to the development plans of aided countries, whatever duration those development plans might have. There would be a division between planning for the regular programmes financed by general resources and programmes financed by supplementary funding (contributions and funds-in-trust given for specific purposes). A target for expected revenue would be adopted by the Board after suitable consultations; that would then be the basis for an expenditure plan. The plans could be the basis for multilateral consultations between donors to secure increased contributions, multiyear pledges and a more even level of contributions from Governments. It would be one way of implementing General Assembly resolution 3362 (S-VII) calling for a predictable, continuous and increasingly assured basis for the transfer of resources to developing countries. The three-year rolling staffing plan dealing with such matters as staff levels, recruitment, training and organizational adaptations would make it possible to plan the staff capacity to deliver the material aid and advisory services required.

83. The Executive Director agreed to submit to the next session of the Board a study on the feasibility of preparing such three-year rolling plans along the lines proposed. He agreed with the objective of longer-term planning for more projects in order to make UNICEF assistance more

useful and effective. That could also make it easier to relate programme assistance, financial planning and administrative and programme support budgets. However, longer-term planning of project assistance should be consistent with Board policies with regard to a country approach and community participation. Currently, programming, jointly developed with the government ministries concerned, was tied to the priorities and planning cycles of the Government assisted; it was important to avoid the kind of planning which set limits for categories of programme assistance for years ahead, without sufficient consideration of the changing requirements of the countries concerned.

84. One delegate, going farther than the proposal described above, suggested that a working group of the Board and secretariat be established to look at UNICEF in its entirety from the point of view of forward-planning of policies and methods of work. Alternatively, the Board could have before it sectoral studies relating to UNICEF assistance policies; in that case, the secretariat might prepare for the next Board session a report on future orientation in the field of education, and also a review of the flow of external aid from all sources in the field of nutrition. The Executive Director expressed the view that a joint Board-secretariat effort to delineate the long-range function and programme of UNICEF would be time-consuming and costly for both delegations and personnel. He would be interested in any suggestions that Board members might wish to convey to him about those matters.

85. In the light of the discussion referred to above on medium-term planning and also the discussion on expenditure for main fields of aid (see paras. 88-91 below), the Board believed it would be desirable for it to have available for its background at the next session a comprehensive "overview" statement on UNICEF. It would include a description of current assistance policies and priorities laid down by the Board; the process of project preparation; a breakdown of assistance into various categories; and finances, operations and staff and how they were related to the preceding items. Indications of future trends would be given (for example, working out of the application of the basic services concept). Issues coming before the session would be described in that or in another document. The section on assistance policies would include a review of the functional categories of UNICEF assistance - for example, health, nutrition, education and social services, including responsible parenthood - and of policy about aid to least developed countries and how UNICEF might make a greater contribution to children's services in those countries.

86. The Board requested the Executive Director to prepare such a statement for the 1978 session. If it appeared to meet a real need, it would be updated periodically as a background document for future Board sessions.

87. Several delegations expressed concern about the rise in juvenile delinquency which was to be found in every social group, and increasingly occurred among younger children. It was a problem which Governments were striving more to counter. Recent research showed that the disruption of family harmony could result in social maladjustment and delinquency and UNICEF should be concerned with the problem, although it was not one for UNICEF alone. It was suggested that UNICEF conduct an exchange of views, and perhaps make a preliminary study, with other agencies concerned in the United Nations system, to endeavour to identify preventive measures for dealing with the problem. UNICEF might also encourage research on juvenile delinquency by such organizations as the International Children's Centre.

Expenditure for main fields of aid

88. UNICEF expenditure for assistance (project aid and programme support services) totalled \$101 million in 1976.

89. Table 1 below classifies expenditure by main fields of aid. The classification is not entirely satisfactory, since it depends, in large part, on which ministry has the predominant operational responsibility for a project. Many projects include activities in more than one field of aid, for example, child nutrition is a component of projects in a number of fields. This is also becoming increasingly the case in non-formal education. Moreover, this classification does not reflect the trend for co-ordinated action, particularly at the community level, nor the interrelationship between sectoral actions.

90. There was general accord in the Board on the range of UNICEF assistance and on its approach in particular fields such as primary health care, village technology, assistance to education, and the ability to work jointly with non-governmental organizations in the many cases where the Government of the country supported that approach. Some delegations, however, felt that there was danger of too great a dispersion of UNICEF's resources; sight should not be lost of the central purpose for which UNICEF had been established. One delegation said that UNICEF must not become so much of a general development agency as to lose its unique character. Greater concentration might be achieved by paying particular attention to the division of functions with other organizations of the United Nations system. Some delegations urged greater concentration on particular fields or aspects of UNICEF aid: the young child, nutrition, health services, children of the urban poor, rural children, and family planning.

91. Other delegations pointed out that the UNICEF policy of providing assistance on the basis of mutually agreed priorities for children according to each country's needs and closely related to national development planning meant that the Governments concerned determined their own areas of project concentration within the possibilities offered by UNICEF. Many members emphasized the importance of the basic services approach which, in addition to reaching the under-served, acted to bring together at the community level, in a mutually supporting way, the various services benefiting children - services which in the past have usually been delivered separately by sectoral ministries (see paras. 132 and 133 below).

UNICEF aid to countries with different levels of resources

92. The Executive Director's general progress report indicated how the guidelines for aid to projects in countries with different levels of resources had been followed in the period 1972-1976 (E/ICEF/648 (Part II), paras. 39-64). The basic indicator for the amount of aid recommended by the Executive Director from general resources had been child population, with a modification for countries either poorer or better off than those in the middle range of income of developing countries. Classified as Group I were the least developed countries plus several which had recently acquired independence or faced special circumstances requiring higher assistance. Group I also included small countries with a child population under 500,000 which required special consideration. Currently, 50 countries assisted by UNICEF were in Group I. The intention was to give to projects in Group I countries roughly three times the over-all average level of aid of that given to countries in the middle range of development, Group II.

93. Thirty-two countries were currently in Group II, with projects receiving the "normal" amount of UNICEF assistance. About two thirds of all children living in countries having projects receiving UNICEF assistance were in that group. The group included 14 "most severely affected" countries in which projects receive special consideration.

94. Group III consisted of 18 better-off countries moving toward self-sustaining development. Projects in those countries had a diminishing need of material UNICEF assistance. UNICEF co-operation for that group included limited material assistance for backward or special problem areas or pilot projects focused on serious unsolved problems of children. In addition, there were some higher-income countries, not counted in the group, in which UNICEF co-operation related to the exchange of experience about policies and administration of services benefiting children.

Table 1

UNICEF expenditure by main categories of programmes
(including funds-in-trust)

	<u>Annual averages</u>		<u>Annual expenditures</u>	
	1965-	1970-	1975	1976
	<u>1969</u>	<u>1974</u>		
	(in thousands of US dollars)			
Child health	18 767	27 582	43 764	43 537
Maternal and child health	(16 523)	(18 513)	(25 076)	(25 271)
Water supply	(2 230)	(6 770)	(13 521)	(13 502)
Family planning (funds-in-trust from UNFPA)	(14)	(2 299)	(5 167)	(4 764)
Child nutrition	4 411	5 569	15 127	9 034
Social welfare services for children	1 322	2 288	3 738	4 912
Education (formal and non-formal)	5 710	13 725	25 357	17 340
Country planning and project development	396	1 435	3 381	5 502
Emergency relief <u>a/</u>	1 359	2 762	956	1 044
General <u>b/</u>	565	1 491	2 989	932
Programme support	5 354	9 194	15 595	18 899
	37 884	64 046	110 907	101 200
Administrative services	3 047	5 518	9 249	11 723
	40 931	69 564	120 156	112 923

(percentage breakdown of programme expenditure)

Child health	57	50	46	53
Maternal and child health	(50)	(34)	(27)	(31)
Water supply	(7)	(12)	(14)	(16)
Family planning (funds-in-trust from UNFPA)	(0)	(4)	(5)	(6)
Child nutrition	14	10	16	11
Social welfare services for children	4	4	4	6
Education (formal and non-formal)	18	25	26	21
Country planning and project development	1	3	4	7
Emergency relief <u>a/</u>	4	5	1	1
General <u>b/</u>	2	3	3	1
	100	100	100	100

a/ Not including aid for rehabilitation of facilities damaged or destroyed in emergency situations which is distributed into appropriate sections of assistance. Emergency aid and special assistance including rehabilitation would be \$24,219,000 in 1976; \$31,400,000 in 1975;

b/ This aid cannot be broken down into the above categories. In 1976 it included \$432,000 for the International Children's Centre.

95. The above guidelines related to projects funded from the general resources of UNICEF. However, project funding by specific purpose contributions could be managed so as to conform with UNICEF assistance policy. While UNICEF could not control the decisions of donors with regard to the projects to be funded, it did control the preparation of the projects. Like projects to be prepared for financing from general resources, they were prepared with the government authorities that would be administering them. Projects conformed to UNICEF assistance policy as far as their content was concerned, and the location of such projects was primarily in the low-income areas. They were prepared in the first place for least-developed and "most seriously affected" countries, for countries which had been victims of a recent emergency, or which were involved in the decolonization process. In the case of the few poor countries for which it was not practical to seek specific purpose contributions, for political or other reasons on the side of donors or of the country, consideration was given to a greater use of general resources where there were urgent children's needs to be met. The appeal that water supply projects had for specific purpose contributions could be used to release general resources for projects equally necessary in other fields.

96. The Executive Director's general progress report showed that for the poorer countries in Group I average annual UNICEF expenditure per child inhabitant for the five-year period 1972-1976 was 20 cents. 11/ That was approximately three times higher than for projects in countries in Group II which received 7 cents per child inhabitant, and was in accord with the criteria accepted by the Board. Group III received 4 cents per child inhabitant; in part that amount reflected the fulfilment of commitments made to some of the countries now in Group III at a time when they were in Group II.

97. Group I, whose child population totalled 18 per cent of all children living in countries having UNICEF-aided projects, received over one third of all UNICEF assistance in the period 1972-1976. In 1976 the proportion increased to half as a result of the addition of three countries to the group (Angola, Mozambique and the Socialist Republic of Viet Nam).

11/ Assisted projects do not cover all children in a country, and expenditure per child reached by an assisted project is correspondingly higher than this statistic, which is calculated only for intercountry comparisons.

98. In both the Board and Programme Committee discussions of the distribution of UNICEF aid there was a general recognition of the justification of the guidelines. However, several delegations believed that the relative amounts going to projects in countries in Group I should be higher. Questions were also raised about trends in relative amounts going to various geographic regions, especially as that appeared in the commitments recommended in any one Board session, and the difficulties which could result for the support of projects in some countries by grouping countries on the basis of quantitative criteria.

99. The Executive Director agreed to review the matter of increasing the relative amounts going to projects in the poor countries and the amounts going to the various geographic regions, and report on that to the Board. The annual reporting in the general progress report on average annual expenditures per child would be expanded to include levels per child by region. There was a general agreement in the Programme Committee, concurred in by the Executive Director, that in preparing recommendations for assistance, application of the guidelines required flexibility which, in addition to the long-term factors upon which the classifications by groups of countries were based, should take into account shorter-term financial difficulties, special circumstances and needs of individual countries, including the economic and social differences which existed between regions within those countries. In that context, attempts for greater use of social indicators might be made.

Building up national capacities

100. For a number of years UNICEF had been helping countries build up their national capacities in connexion with services benefiting children. A major element in that had been the support for national training schemes for personnel engaged in services benefiting children at all levels of work - planning, directing, teaching, professional, auxiliary, part-time and volunteer. Recent new emphases in UNICEF assistance were the training of community leaders at the grass-roots level and for developing managerial capacity at the intermediate level. Of growing importance also was UNICEF assistance for "appropriate" or "village-level" technology (see paras. 129-130 below), and for projects which increased the capacity of women to participate in the life and development of their communities and added to their skills and earning capacity (see paras. 125-128 below).

101. In addition, UNICEF had helped build up national capacity through the greater use of national professional expert resources. That was not only more economical than services provided by an international staff, but had the advantage of bringing into the situation a closer knowledge of local conditions and laid the basis for a continuing involvement. Assistance was provided for studies, contracts with national institutions and employment of national consultants for certain aspects of project design and development, 12/ the development of statistics on children and youth and increasing the capabilities of ministries in strengthening their own programme evaluation machinery for services affecting children.

102. Another element of UNICEF help to build up national capacities was the supply operation. As indicated elsewhere in the present report, UNICEF purchases in developing countries had been rising in absolute terms as well as in proportion to total purchases, and in some countries the encouragement of local production of supplies required for children's services had been an important element in the project plan. A number of project recommendations submitted to the current Board session had local production elements, using the physical resources available in the country, with a minimum contribution from outside: production of weaning foods for small children; manufacture of educational materials, particularly scientific materials; local printing of textbooks and manufacture of vaccines or bulk processing of drugs (see paras. 56 above and 167 below). All those projects relied on local manpower which in some instances required technical training. Increasingly, use was being made of local experience or knowledge of traditional practices. Traditional medicine and the nutritive content of indigenous plants and fruits were beginning to be recognized as complementary factors in health and nutrition activities.

103. The emphasis of UNICEF on that aspect was welcomed by Board members. It was seen as helping to promote the goals of the new international economic order by strengthening self-reliance and technical cooperation among developing countries. The secretariat was urged to extend and intensify UNICEF assistance in that direction.

12/ Examples of this in connexion with evaluation and child nutrition are given below (paras. 107 and 119).

Delivery of assistance

104. Call-forwards by field offices for project assistance, in accordance with the progress of implementation of the projects being administered by the countries, totalled \$107 million in 1976, the same level as in 1975. It was planned to be considerably more, but that did not happen due to a combination of factors. Among those were the lower funding of special assistance and other noted projects (see para. 142 below); project adjustments mainly due to lower costs that had been foreseen in 1975; and revisions of projects in countries because of changed circumstances, in some cases because of better crops resulting in the termination of assistance for child relief, and in other cases because of financial, political or administrative difficulties which led to some slowing down in the development of services. There were also a number of instances where weakness of UNICEF staffing in field offices was the main or contributing cause of the shortfall (slow recruitment, delayed staff changes, too short assignments, and so forth). The Board had before it a paper by the Executive Director giving both general comments on the problem and country-by-country explanations (E/ICEF/CRP/77-5) (see para. 146 below).

105. Some concern was expressed by delegations about the lower level of call-forwards. Satisfaction was expressed with the flexibility of UNICEF in implementing its assistance in accordance with the requirements of the projects. It was recognized, that the most important consideration was not the implementation of projects measured in monetary terms but their implementation in terms of achievement of their objectives. On the other hand, there appeared to be bottlenecks which it would be desirable to monitor and analyse more closely in the future in order to deal with those which were capable of being foreseen and avoided or overcome.

106. The secretariat reported to the Programme Committee on the plans in the secretariat to devote greater attention to that question. They included more support of field offices from headquarters and regional offices (see para. 170 below) and an examination of further ways in which field office workloads could be rationalized so that greater attention could be devoted to implementation. A report would be made to the Board at its next session on the reasons for discrepancies between planned and actual levels of call-forwards and how they affected programme objectives.

Evaluative activities

107. The Board at its 1976 session engaged in a review of UNICEF support to evaluative activities and approved a programme for strengthening UNICEF work in that field from 1977 to 1979. ^{13/} The Executive Director's general progress report discussed what had been done since then to prepare the ground for the programme (E/ICEF/648 (Part II), paras. 115-133). Support was provided for several ministries responsible for services benefiting children which were taking a comprehensive approach to evaluation; for a number of prospective appraisals related to specific projects, including strengthening the information base required for sound appraisals; for monitoring activities on project implementation; and for retrospective evaluations. During the year, UNICEF used specialized talent of universities and institutes from within the countries for evaluations in line with its view that that was a most important national resource to use and to develop. Action was also taken during the year to provide more headquarters' support to field offices and more systematic training of UNICEF programme staff in project preparation and assessment, which included a series of workshops both at headquarters and in the field. The internal audit service continued to carry out programme audits.

108. The three-year programme for strengthening evaluative activities was part of over-all efforts in the secretariat to provide more direct and extensive support to the field along with increasing the efficiency of the programme operation, including a more systematic approach to the review of ongoing projects and the preparation of new projects. The importance of efforts along those lines was emphasized in the Programme Committee. Several delegations stressed the importance of better formulation of projects and project targets and considered that a necessary condition for the success of evaluative activities in the future. The Board requested that, in reporting on evaluative activities to it at its next session, the Executive Director include, as part of chapter II of his general progress report, information on the criteria and methods used or developed in that area by UNICEF, in collaboration with national governments and institutions, the extent to which they were used in project preparation, and UNICEF expenditures on evaluation.

^{13/} Official Records of the Economic and Social Council, Sixty-first Session, Supplement No. 7 (E/5847-E/ICEF/644), paras. 54-58.

Co-ordination with aid from the United Nations system

109. The close co-operative relationship between UNICEF and other organizations in the United Nations system as well as with bilateral aid and non-governmental organizations is referred to elsewhere in the present report (para. 20 above).

110. The Board was informed that recently UNICEF, UNDP, UNFPA and WFP had been jointly discussing a number of areas of common interest in connexion with programmes requiring an intersectoral and interdisciplinary approach. They included food aid assistance and population dynamics which were often interrelated with the broader development aid of the UNDP programme and the technical assistance programme of the specialized agencies. The four agencies had agreed to establish guidelines to strengthen consultation and exchanges of information at both headquarters and field levels and to develop potential complementarity between the various assistance programmes.

111. Collaboration with the World Bank continued in a very satisfactory manner following the joint circulation of a memorandum to the programme staff of the two agencies summarizing programmes policies and areas of joint interest (rural and urban development, responsible parenthood, education, nutrition, and water supply) in which the resources of the Bank and UNICEF could assist actions of developing countries. In addition to consultations on specific questions at both headquarters and the field level, annual consultative meetings at the headquarters level were now being held. As was apparent in the Programme Committee's consideration of project recommendations, that had laid the basis, in a number of instances, for closer collaboration in project preparation and project aid.

112. A memorandum of understanding to strengthen collaboration both at headquarters and in the field between UNICEF and UNDRO had recently been jointly circulated to the programme staffs of the two organizations. The memorandum delineated the respective responsibilities of the two organizations, particularly where the United Nations system was requested to provide emergency relief.

Other general matters

113. Among the questions in which there was a special interest in the Board and Programme Committee discussions was that of UNICEF aid to newly independent African countries. Those countries were actively tackling their problems of rehabilitation and development, often against heavy odds, and in some cases in spite of natural disasters and political tension on their borders. The readiness of UNICEF to assist them with additional funds, special food supplies, advisory services and staff was commended by a number of delegates.

114. The management survey of UNICEF recommended the establishment of "knowledge networks" to systematize lateral exchanges of information and experience among UNICEF programme staff. Two such networks were beginning to function on services for children of the urban poor and on services especially benefiting women - and others were being considered. The costs of such networks was a subject for discussion in the Committee on Administration and Finance (E/ICEF/AB/L.180/Rev.1, para.32).

115. Attention was drawn to the problem in a number of places of under-utilization of UNICEF programme vehicles due to such factors as the age of vehicles, the lack of spare parts and the increased cost of petrol; suitability of vehicles was also a problem in some instances. In 1974 the Board had engaged in a comprehensive review of assistance to country transport operations for rural health and other services based upon a study by the Joint Inspection Unit and had approved the conclusions of that study (E/ICEF/633, paras.111-121). It was felt that the secretariat needed to review the status of implementation of actions to follow up on those conclusions in order to see in what ways they could be accelerated.

Child nutrition

116. UNICEF expenditures for child nutrition in 1976 totalled \$9 million, or 11 per cent of all programme expenditures. It was recognized that those figures understated UNICEF aid in that field, since assistance in health, education and social welfare often contained important elements of support for the improvement of nutrition (see para. 89 above). Nevertheless, nutrition was a main element in the well-being of the young child, and a general concern was expressed in the Board at the relatively low level of aid for child nutrition - a field which was central to the purposes of UNICEF.

117. Current UNICEF assistance in child nutrition was set forth in the regional progress reports and a number of project recommendations before the Board. Assistance took a number of forms: strengthening of maternal and child health services to deal with nutrition; assistance in the development of national food and nutrition policies to take account of the special needs of children and of nursing and pregnant mothers; orientation and training at various levels (planners, administrators, nutrition specialists, auxiliary and village-level workers); applied nutrition and nutrition education to promote the production and use by families and communities of foods for better family and child nutrition; development and local production or home preparation of low-cost weaning foods; nutrition rehabilitation schemes for young children at the greatest risk and children in emergency situations; intervention against nutritional deficiency diseases (e.g. xerophthalmia, anaemias, goitre); and national or area monitoring and forecasting of the food and nutrition situation as it affected children.

118. It was pointed out in the Board discussions that, in part, the slow pace of progress reflected an insufficient recognition by decision-makers that child malnutrition could be a serious deterrent to national development; in part, it was also because there were few proven ways to tackle the problem. Furthermore, an adequate food intake needed to be accompanied by an adequate social and physical environment. A fundamental requirement for improvement was a national food and nutrition policy, which required complex multisectoral co-ordination, and a fundamental difficulty was the absence of such a policy, or a commitment to its implementation, in many developing countries.

119. The efforts toward longer-term assistance by UNICEF based upon the local production of foods was commended by a number of delegates. Likewise welcomed were the plans reported by the secretariat to increase co-operation with a number of relatively newly established regional and national nutrition research and training centres in order to enable them to broaden their scope and exert greater influence on regional and national programmes; UNICEF was increasingly using those centres as a source of technical assistance. UNICEF was maintaining contact with the United Nations University which had food and nutrition as one of its main areas of concentration. The hope was expressed by several delegates that the UNICEF representative at the World Food Council, when it met in Manila in July, would be able to advance the concerns of UNICEF for vigorous action on the part of the United Nations system in child nutrition.

120. Several delegations believed that considerably increased emphasis was required to discourage premature weaning from breast-feeding. The trend toward abandonment of breast-feeding was alarming, and the consequence of artificial feeding, particularly in regions where the economic level could not support the necessary food and hygienic facilities, were serious. Ways of promoting breast-feeding should be studied and UNICEF should play a more active role in the promotion as part of its support to child nutrition. The results of a three-year study relating to breast-feeding, conducted by the International Children's Centre, WHO and the Swedish International Development Agencies (SIDA), would soon be available and could serve as a guide for the requisite action. The Board requested the Executive Director to review that study and report to the Board at its next session, if possible, on the implications of it for a more systematic approach by UNICEF to the problem. It also requested that he consider the desirability of placing the subject of breast-feeding on the agenda of the next session of the UNICEF/WHO Joint Committee on Health Policy which will be meeting early in 1979.

121. At its last session, in May 1976, the Board was informed of proposals by the Administrative Committee on Co-ordination (ACC) for new institutional arrangements for nutrition in the United Nations system. The Board had requested that a report informing it of further developments on the question be submitted to it at its 1977 session. That was provided by the Executive Director in his general progress report (E/ICEF/648 (Part II), paras. 147-152) and in part of his opening statement to the Board (E/ICEF/CRP/77-10). An advance copy of the recommendations to the Economic and Social Council agreed upon by ACC was made available to Board members (E/ICEF/CRP/77-8). The Executive Director pointed out that the proposed new arrangements meant that the ACC intended to give greater consideration to nutrition through an important sub-committee. UNICEF would participate fully in its work. The Board approved a commitment for support of the proposed new arrangements for an advisory group on nutrition at the same level that it had supported the Protein-Calorie Advisory Group of the United Nations System. Several delegates voiced concern at what they believed were deficiencies in the proposed new arrangements, particularly with regard to drawing on the knowledge and work of authorities outside the United Nations system. That placed a greater responsibility on UNICEF to ensure effective consultation along those lines.

122. Suggestions were made about the usefulness of the Board having reports about the flow of external aid to food and nutrition and about co-ordination in that field. Those subjects were also a matter of concern to the World Food Council, the proposed ACC sub-committee on nutrition and the proposed advisory group on nutrition. It was therefore agreed that the Executive Director would take the matter up with the ACC sub-committee on nutrition.

Some assistance programmes on behalf of
the young child and women

The young child

123. The high priority accorded by UNICEF to the young child was reflected in many of its activities during the year. They included assistance for direct measures on behalf of the young child, such as health and medical care, special feeding, immunization and day-care. Indirect measures were assisted through projects relating to safe and sufficient water for drinking and household use, improved sanitation of the environment, nutrition education and domestic production and use of better foods, the lightening of women's heavy daily work, and programmes in which parents were helped to become more actively involved in the development of the young child.

124. As part of the UNICEF advocacy role, field staff sought to ensure that the problems of the young child were given appropriate weight in country approaches to basic services as well as through other direct and indirect measures. The terms of reference of advisers on women's activities in the UNICEF regions were enlarged to cover activities on behalf of the young child. In some countries studies and analyses on the needs and problems of young children were supported as preparation for the development of more appropriate policies and action programmes. Parallel to those activities, concerted efforts were made to encourage community participation, particularly by women, in the development and implementation of community-based projects for the improvement of family living conditions and services benefiting children.

Women and girls

125. Assistance was given for measures intended to increase the mother's capacity to take care of her children, to alleviate her tasks and to augment her educational and income-earning opportunities. It was felt that, in many instances, that provided greater help to the young child than direct services for children. UNICEF continued to provide assistance for the training of women and girls in the areas of child care, nutrition, health, home budgeting, cooking, sewing, food production, food preservation and storage, and so forth. In some countries women were being helped to acquire skills such as poultry-keeping, bee-keeping and handicrafts, that might lead to an increase in family income. Because of government concern with malnutrition, there had been particular interest in programmes that focused on improving mothers' knowledge regarding food requirements of young children. Greater emphasis on functional literacy, relieving women of the enormous burden of daily drudgery through simple labour-saving devices in the home and village and making it possible for parents to determine the number and spacing of children were approaches of growing interest to Governments and would have an impact on family life and the welfare of children (see paras. 31 and 61 above and 129 and 130 below).

126. UNICEF believed that responsible parenthood could be encouraged by various health and social services which improved the health and well-being of children already in the family and raised the educational level and status of women. Several delegations said that UNICEF should more systematically promote family planning through health and nutrition programmes, activities for the advancement of women, and other social services, and that that should be an important element in the basic services strategy.

127. Considering that an increasing percentage of families had a female head of household, one of the more serious problems for women was that of earning income in support of the family. As a consequence of the new trends in women's activities, UNICEF was receiving an increasing number of requests to widen the context of its traditional assistance to women's programmes to take that into account. Training in UNICEF-assisted projects could include training and demonstration in activities that supported family income and, in some cases, modest assistance, after training, for starting a production activity.

128. In the Board and Programme Committee discussions, a number of delegates commended the increasing emphasis, as a key factor in helping children, on types of assistance especially benefiting women and girls. There was general approval of UNICEF assistance to activities, including training in various skills, which had the potential of improving family levels of living and increasing family income, as well as helping women play a more responsible and active role in community life and betterment.

Village-level technology

129. As part of a general effort to improve family living conditions and reduce the work of mothers, thereby enabling them to care for their children more effectively, some countries were striving to develop appropriate village-level technologies in the areas of food conservation and storage, the provision of potable water, environmental sanitation and home improvement.

130. The most interesting developments in those programme areas had taken place in East Africa. Based on experience in Kenya, the Board approved support for a regional programme in East Africa which aimed at disseminating information and practical techniques concerning village technology to six countries in the region. In addition to the emphasis on creating awareness among Governments and communities about the advantages of village-level technology, special attention will be given to field-testing new types of technology and training as well as to co-ordinating efforts in that field with other activities geared to promoting and developing basic services for children. It was felt that the experience of UNICEF in village-level technology, which in many ways had pioneering aspects, could well provide an important contribution to the United Nations Conference on Science and Technology for Development to be held in 1979.

The basic services approach

131. The basic services approach was a unifying theme throughout the Board session. It was apparent that it was increasingly becoming the focus of UNICEF work, without, however, neglecting more traditional assistance programmes in the transition period. It was also providing a focus for the co-ordination of both national services and international assistance to them.

132. The basic services approach emphasized the importance of bringing to the under-served areas of developing countries primary health care, formal and non-formal education, improved nutrition and family food supply, clean water and sanitation, responsible parenthood, and improvement in the lives of women and girls. Local leadership and community participation were, together with proper linkage to and support from higher levels of Government, key factors in accomplishing those objectives. Involving the effective use of the largely unused energies and capacities of the people themselves, and seeking to build upon existing forms of indigenous social organizations, it was a practical way to reach the greatest possible number of children with essential services at costs that countries and communities could afford, and with significant, but by no means unrealistic, increases in external assistance from the international community.

133. It was pointed out in the Board discussions that that approach, endorsed by the General Assembly in 1976 in its resolution 31/167, was very much in line with the current focus of development strategy in building up the infrastructure of countries with the help of popular participation, and in fulfilling basic human needs within the context of each country's over-all economic and social development. It was consistent with - and a stimulus to - greater equity in the social and economic structure. While it was closely linked to the "basic needs strategy", highlighted by the World Employment Conference, which called for structural reform within countries, it should not wait for the completion of those structural changes, to which it could make a contribution.

134. It was recognized in the discussions in the Programme Committee that not all countries were ready to adopt and implement a basic services approach. UNICEF, therefore, had to remain flexible. A specific area (health, environmental health, nutrition, water supply) could serve as a point of take-off for grass-roots action identified, selected and undertaken by the community. The aim, however, would be to launch inter-sectoral action eventually covering the full range of basic needs.

135. During the course of the year the UNICEF secretariat had discussed the basic services strategy and its practical application with key officials in a number of developing countries. Useful reviews had also taken place with agencies in the United Nations system, bilateral aid agencies and international finance institutions. Efforts had been made to encourage research institutions to explore in some depth the strategy or certain aspects of it. Orientation of UNICEF staff with special attention to implications of the strategy for programming work had started. In that connexion, the point was made in the Board that since a successful basic services system often necessitated changes in traditional administrative structures as well as a political commitment to change, orientation training of national staff at policy-making and local levels was an essential element to emphasize. The view was also advanced that developing countries could learn much from the experience of socialist countries in developing their basic services, since the latter had had to face difficulties similar to those currently confronting the developing countries.

136. At a previous Board session it had been proposed that the Executive Director submit to the Board a progress report on the implementation of basic services, but no date had been set. In view of the other reports which the Board, at the current session, had asked to be prepared, it was agreed that for the time being no special report be scheduled. In the meantime the subject would come up in the Executive Director's general progress report and regional progress reports, and in various project recommendations. Other studies in which the Board had previously expressed an interest were on the mobilization of provincial and local governmental and other resources for basic services and on the administration and management of basic services. Those two fundamental subjects, which could be treated together or separately, would be prepared for the 1979 or the 1980 Board session. In the meantime WHO had begun a study of the costs of primary health care, to which UNICEF was invited to contribute.

Emergency relief

137. Since the last Board session a number of countries had suffered the effects of major natural disasters and civil strife. Generally, in the case of natural disasters, the affected countries themselves and the offices and agencies of the United Nations system and the International Red Cross provided early and effective assistance. As part of that, UNICEF was again called upon to provide aid in a number of countries. During the year such aid included relief and rehabilitation aid to Angola, a continuation of post-earthquake rehabilitation aid to Guatemala, and emergency relief following earthquakes in Ecuador, Indonesia, Italy, Romania and Turkey and floods in India and Pakistan. (See para. 166 for reference to special emergency stockpile of supplies.)

138. The general policy of UNICEF was to play a special role in meeting the particular needs of children, which were not always understood, or were neglected, in the rush of providing basic relief in disaster situations. The two periods when UNICEF help could do most were at the beginning, before other help was mobilized and later, in rehabilitation efforts, when the interest of other emergency relief donors had waned.

VII. FINANCIAL AND ADMINISTRATIVE MATTERS

Financial situation

139. In dealing with the financial matters of UNICEF, as set out in chapter III of the Executive Director's general progress report (E/ICEF/648 (Part III)), the Board emphasized the need for higher revenues to meet the expanding opportunities for effectively helping the world's children. It welcomed General Assembly resolution 31/168 which endorsed a target for UNICEF of \$200 million in annual revenue - a target which the Board hoped would be reached not later than 1979, the International Year of the Child. Appreciation was expressed for the support UNICEF had received both from Governments and the general public, the latter largely stimulated by and channelled through UNICEF National Committees and many co-operating non-governmental organizations.

1976 revenue

140. UNICEF revenue totalled approximately \$135 million in 1976. Of that, \$106 million was for general resources and \$29 million for specific purposes. The revenue came from the following sources: 72.6 per cent directly from 133 Governments and territories as regular and specific purpose contributions; 14.3 per cent from private sources (fund-raising campaigns, greeting card profits, and individual donations); and 13.1 per cent from the United Nations system (mainly UNFPA) and from miscellaneous sources.

141. UNICEF also administered contributions in kind in 1976, valued at \$29 million, mainly in the form of children's foods and freight costs for emergency relief and rehabilitation. It also handled \$12.3 million in funds-in-trust not subject to Board commitment, mainly for reimbursable supply procurement on behalf of Governments, organizations in the United Nations system and non-governmental organizations.

1976 revenue compared with 1975

142. The revenue of \$135 million constituted a moderate decline from the record high of \$141 million in 1975. Government contributions to general resources increased by \$12.4 million; most of the increase, as in other recent years, came from a relatively small number of Governments (see para. 160(b) below). The over-all decrease was due primarily to a drop of \$18 million in specific purpose contributions - a revenue component which was subject to fluctuation in response to special situations which were not repeated from year to year; lower contributions for relief and rehabilitation in the Indo-China Peninsula accounted for most of the decrease.

143. Contributions in kind were \$9 million more than in 1975, mainly due to an increase in contributions from the European Economic Community.

1977 revenue

144. Revenue for 1977 was estimated at \$150 million. Government contributions to general resources were expected to be \$92 million - \$11 million more than 1976 - and total general resources were estimated at \$118 million. The remaining \$32 million would be for supplementary funding of projects through contributions and funds-in-trust for specific purposes.

Revenue 1972-1977

145. Table 2 below gives a breakdown of revenue by source for the period 1972-1976. During that five-year period, total revenue rose by 67 per cent. Revenue for general resources rose by 77 per cent and supplementary funding through specific purpose contributions and funds-in-trust rose by 56 per cent. Because of inflation, and currency revaluations, the real increase was much less.

Expenditure

146. Expenditure in 1976 amounted to \$112.9 million. That amount consisted of \$100.3 million for assistance and \$11.7 million for administrative services (gross). The assistance expenditure comprised \$62.3 million for supplies (including freight charges), \$20.0 million for non-supply assistance and \$18.0 million for programme support services. Expenditure in 1976 was \$7 million less than in 1975. In 1977 it was expected to be \$17 million higher than in 1976 (see paras. 104-106 above).

Financial plan 1977-1979

147. The Board considered the three-year rolling financial plan of UNICEF for the period 1977-1979 as set out in document E/ICEF/AB/L.178 and information relative to it contained in the general progress report of the Executive Director (E/ICEF/648 (Part III)). In the plan, following a decision of the Board in 1976, estimated revenue and expenditure from general resources were separated from supplementary revenue and expenditure.

148. The plan proposed a level of new commitments of \$200 million to be recommended to the Board at its 1978 session. That, together with call-forwards from earlier commitments and from projects financed from specific purpose contributions, would give rise to expenditure of approximately \$169 million in 1978 and \$192 million in 1979. That was close to the estimated revenue in those years and would leave funds-in-hand at the end of those years of between \$90 and \$96 million. Revenue was estimated, in 1977, at \$150 million; in 1978, at \$165 million; and in 1979 - the International Year of the Child - at \$200 million.

Table 2

UNICEF revenue in the period 1972-1976

	<u>1972</u>	<u>1973</u>	<u>1974</u>	<u>1975</u>	<u>1976</u>	<u>1977</u>
	(in millions of US dollars)					(forecast)
<u>General resources</u>						
Contributions from Governments	45.6	52.7	57.9	68.5	80.9	92
Contributions from non-governmental sources	7.0	5.8	6.8	8.4	7.3	7
Greeting Card Operation	5.9	7.0	7.1	8.7	6.5	9
Other Income	3.9	7.8	10.2	8.4	11.9	10
<u>Total available for regular projects, for programme support services and for administrative costs</u>	<u>62.4</u>	<u>73.3</u>	<u>82.0</u>	<u>94.0</u>	<u>106.6</u>	<u>118</u>
<u>Supplementary funding</u>						
Contributions for specific purposes and funds-in-trust, excluding the UN system ^{a/}						
From Governments	9.4	13.7	21.9	34.0	17.2	20
From non-governmental sources	5.4	4.7	5.5	5.0	5.6	5
	14.8	18.4	27.4	39.0	22.8	25
<u>Funds-in-trust from the UN system</u>						
For long-term projects funded by UNFPA	1.2	2.1	4.3	5.3	5.3	4
For special assistance and other noted projects including relief and rehabilitation	2.4	2.0	1.4	2.6	0.5	3
	3.6	4.1	5.7	7.9	5.8	7
<u>Total supplementary funding</u>	<u>18.4</u>	<u>22.5</u>	<u>33.1</u>	<u>46.9</u>	<u>28.6</u>	<u>32</u>
<u>Total revenue available for meeting commitments of the Executive Board</u>	<u>80.8</u>	<u>95.8</u>	<u>115.1</u>	<u>140.9</u>	<u>135.2</u>	<u>150</u>

Breakdown of revenue by source
(in millions of US dollars)

(a) Total revenue from Governments	55.0	66.4	79.8	102.5	98.1	112
(b) Total revenue from non-governmental sources	18.3	17.5	19.4	22.1	19.4	21
(c) Total revenue from UN system	3.6	4.1	5.7	7.9	5.8	7
(d) Other income	3.9	7.8	10.2	8.4	11.9	10
	80.8	95.8	115.1	140.9	135.2	150

^{a/} For special assistance and other noted projects including relief and rehabilitation.

149. Estimated expenditure, revenue, and funds-in-hand shown in the plan were as follows:

	<u>1977</u> (in millions	<u>1978</u> of US dollars)	<u>1979</u>
Expenditure	152	169	192
Revenue	150	165	200
UNICEF funds-in-hand at year end	95	90	96

150. According to the guidelines approved by the Board in 1970, 14/ funds-in-hand at the end of each year should approximate one half of the expenditure foreseen for the following year. As the figures above show, if the estimates of revenue and expenditure are realized, funds-in-hand at the end of 1977 would be \$10 million more than half the expenditure forecast for 1978; however, by the end of 1978, they would be \$6 million less than half the expenditure forecast for 1979. The Executive Director believed that the funds-in-hand estimated at the end of 1978 would be sufficient, however, because trust funds were not included in funds-in-hand, but expenditure from trust funds was included in the expenditure total. A re-examination of the guidelines would be submitted to the Board in 1978 or 1979, after further study of the procedures and safeguards necessary to maintain liquidity throughout the successive phases of the programming and implementation cycle.

151. The plan was initially discussed in the Committee on Administration and Finance, which recommended approval to the Board. The discussion of the Committee on the plan and related matters is summarized in the Committee's report (E/ICEF/AB/L.180/Rev.1, paras. 3-21). One point engaging the Committee's attention was the extent to which the financial plan was based upon project forecasts, and relation of financial, budget and personnel planning.

152. The secretariat explained that expenditure proceeds were based on project requirements as shown in the summary of programme assistance recommended by the Executive Director (E/ICEF/P/L.1655, annex II). The budget estimates (E/ICEF/AB/L.172) showed the relation of budget and project assistance for each office. Several delegations suggested that UNICEF should adopt a form of planning in which those relations were made more explicit, and which, in the view of some, would provide a basis for agreeing on a level of future contributions. The Executive Director agreed to submit a report on the feasibility of that to the 1978 session (see paras. 82 and 83 above).

153. The Board approved the financial plan for 1977-1979 as proposed by the Executive Director in document E/ICEF/AB/L.178, including preparation of commitments totalling \$200 million for submission to the Board at its 1978 session.

14/ Official Records of the Economic and Social Council, Forty-ninth Session, Supplement No. 8 (E/4854-E/ICEF/605), para. 139.

UNICEF fund-raising system

154. The Board had before it a report prepared by the Executive Director (E/ICEF/L.1354) in response to its request that the organization of the UNICEF fund-raising system be reviewed. Statistical information on government contributions to UNICEF for the period 1967-1976 was given in an addendum (E/ICEF/L.1354/Add.1).

155. The report drew attention to an imbalance of response among government donors. The value of assistance supplementary to that provided from general resources was evident in the light of the fact that contributions for specific purposes had provided 23 per cent of UNICEF revenue over the past five years. Regular annual contributions from Governments to general resources, however, had to continue to provide the basis for orderly project development.

156. The report proposed a number of ways which the Board as a whole, and Board delegates individually, might wish to explore in considering what steps might be taken to improve fundraising. The secretariat, starting with the Executive Director, would, of course, continue to do its utmost to state the case to Governments for larger and more equitably shared support. The Executive Director believed it was essential that the officials and departments concerned of contributing Governments clearly understood the importance of the work of UNICEF in the broader context of the development process.

157. One delegation believed that a possible way to ensure a satisfactory rate of growth in UNICEF resources would be to encourage more countries to participate in UNICEF activities by increasing the Board membership which was now only 30 although the United Nations membership was 148. His delegation had an open mind on the number of additional members and on the allocation of seats to the various regional groups.

Conclusions of the Board

158. The Board noted with appreciation the report of the Executive Director on the UNICEF fund-raising system (E/ICEF/L.1354). It felt that that system had, on the whole, performed satisfactorily and should be continued. On the other hand it was felt that improvements could be made and efforts to that effect should be strengthened in order to increase general contributions and to facilitate long-term planning.

159. The Board reaffirmed its conviction that UNICEF should continue to depend for its revenue entirely on voluntary contributions from Governments and the general public and should not take any steps which might lead toward a system of assessed contributions. In that connexion, the Board also reaffirmed the importance it attached to contributions from the general public - contributions that are stimulated largely through

the activities of many of the National Committees for UNICEF and provide the public with a sense of direct participation in and support to an organization of the United Nations system. The Board recognized that such action by National Committees also could, in some circumstances, have a positive effect on stimulating additional contributions from their respective Governments. The Board appreciated that, to assist the National Committees in performing their functions, considerable and timely information on the needs of children, the possibilities of action and the progress of UNICEF-assisted projects was essential.

160. With more specific reference to certain aspects of fund-raising system, the Board also:

(a) Reaffirmed its view that the mainstay of UNICEF revenue should be voluntary government contributions directed toward general resources as those contributions provided a stable basis for long-term planning. The importance of contributions for specific purposes was appreciated. Experience had shown that such contributions were being used in accordance with approved assistance policies;

(b) Acknowledged that there were imbalances of response among UNICEF donors, especially among various Governments, in increasing their annual contributions. The Board appealed to all Governments in a position to do so, especially those that were not now contributing to UNICEF in relation to their financial capacity, to increase their contributions as soon as possible;

(c) Took note of suggestions that Governments, to the extent possible in relation to their own budgetary practices, make pledges for multiyear periods in order to provide UNICEF with a more secure revenue base which would facilitate the development of programmes on a longer-term basis.

161. The Board noted the suggestion of the Executive Director that a small informal working group, consultative to the Executive Director, be set up in order to explore in some depth ways of improving the over-all level of contributions. As there were some differences of views among Board members as to the terms of reference and the function of such a group, the Board deferred action on establishing it. It noted the intention of the Executive Director to continue having informal discussions with representatives of Governments, singly or collectively, including discussions and consultations, as appropriate, with some of the regional groups of States Members of the United Nations.

162. The Board acknowledged that the subject of fund-raising would be a matter of continuing concern to it, but that it did not necessarily require a separate agenda item. It was felt that future reports of the Executive Director should include a section on fund-raising with appropriate statistical tables.

163. The Board reaffirmed its view that the needs of children were so great in relation to resources being made available for programmes of assistance to them that the revenue of UNICEF should be significantly increased as soon as possible and, to that end, urged all Governments, especially those that were not now contributing at a level commensurate with their capacity, as well as the general public, to increase, as rapidly as possible, their contributions to UNICEF.

Supply operation

164. The Executive Director's general progress report contained a section on the UNICEF supply operation during 1976 (E/ICEF/648 (Part III), paras. 36-69), and various aspects of the supply operation were discussed by the Committee on Administration and Finance when it dealt with the budget of the UNICEF Packing and Assembly Centre in Copenhagen (UNIPAC) (E/ICEF/AB/L.180/Rev.1, paras. 65-71).

165. In 1976 UNICEF made purchases of supplies and equipment amounting to \$64.9 million. The aggregate workload of call-forwards for supplies for UNICEF assistance during 1976 was \$113.5 million (\$32.9 million on hand on 1 January, and \$86.6 million received, less \$6 million cancelled, during the year). At the end of 1976 there remained a balance of \$49 million of supply call-forwards being processed. Global purchases of supplies and equipment by UNICEF in 1976 comprised thousands of different articles. Purchase orders were placed with over 1,600 suppliers in 104 different countries and consigned to projects in over 103 countries. ^{15/} A total of over 10,600 shipments equivalent to 125,000 measurement tons were sent during the year.

166. The existence of UNIPAC made possible the procurement, in advance of orders from the field for particular projects, of some 4,500 standardized types of items at considerable savings through bulk purchases. By using UNIPAC facilities, many of the supplies were shipped out in the form of kits suitable for direct forwarding to health centres or other institutions in the assisted projects, facilitating internal country shipments and end-use distribution. UNIPAC also had a special emergency stockpile, set up in consultation with WHO, UNDR0, and other agencies, comprising about 300 selected items for rapid use in disaster situations. The annual output of UNIPAC was \$22 million - about one third of the total UNICEF supply operation.

167. Although the bulk of supplies provided by UNICEF was imported, local purchases had increased from around \$4 million in 1972 to \$14 million in 1975 and 1976 as a result of the capability of developing countries to produce supplies needed for UNICEF-assisted projects. The availability of locally produced or locally available supplies was an increasingly important factor considered in the supply of appropriate items for a project. Local purchases by UNICEF were sometimes a means

^{15/} Statistical information on the purchase of supplies showing countries of purchase and suppliers for orders totalling \$20,000 or more in value is provided in E/ICEF/CRP/77-4.

of stimulating production of supplies; that would facilitate the continuation of the programme beyond the stage assisted by UNICEF. In some projects the encouragement of local production was an important component of a larger project; for example, pumps and piping for rural water supplies; equipment for village food preservation and storage; production of science teaching and other educational supplies; textbooks; and audio-visual aids for health and nutrition education. A number of delegations emphasized the importance to developing countries of increased emphasis on local purchasing on the grounds of suitability and maintenance and as a means of encouraging local production. (See also para. 102 above.)

168. Government contributions were usually received in the currency of the donor country or United States dollars. The practice was to use at least part of fully convertible contributions for purchase of supplies in donor countries, while taking account of international bidding. Contributions, or other revenue (such as from greeting card sales), received in non-convertible currencies in most cases presented no problem, since they were fully used for procurement, non-supply assistance, and programme support expenses. There were, however, ten currencies requiring special attention to ensure their use. In 1976, \$2.3 million was received in those currencies, and purchases made with such currencies totalled \$3.5 million.

Strengthening the management of UNICEF

169. The Executive Director submitted a second annual report on strengthening the management of UNICEF (E/ICEF/AB/L.177), describing the progress made along the main lines of action approved by the Board to be completed over a three-year period. The report was reviewed in some detail in the Committee on Administration and Finance (E/ICEF/AB/L.180/Rev.1, paras. 22-41).

170. The Executive Director reported that management developments in the last year had been directed to: improving co-ordination and communications within headquarters; support to the field; improving personnel management; and refining financial controls and monitoring. During the course of the year a number of steps were taken by the reorganized Division of Personnel Administration to increase its capacity in such areas as manpower planning, staff development, training, evaluation and counselling. Three interdivisional groups had been established at headquarters for the purpose of co-ordination. The Programme and Information Divisions had taken a number of steps to improve the management of their activities.

171. The process of fostering greater cost-consciousness and monitoring of budget expenditure continued during the year. In the development of the 1978 budget estimates, a start had been made in the application of the concept of the "zero-base" budget (see para. 177 below). A number

of steps were taken during the year to refine and extend the safeguards required for planning and monitoring the interrelations between revenue, the level of programme implementation and the ability to respond to new requests. Efforts were begun during the year to develop some "knowledge networks" (see para. 114 above).

172. Most of the regional directors were increasingly functioning as senior professional colleagues in relation to the UNICEF representatives in their region, as well as undertaking special responsibilities relating to the region as a whole. One of the tasks in the period ahead was to review the situation relating to each region, in order to arrive at organizational arrangements best suited to the current situation and changing future requirements.

173. The Board noted that progress had been made in increasing the number of women in professional positions. The percentage of women in the international professional staff rose from 14.0 per cent at the end of 1974 to 19.5 per cent at the end of 1976. Likewise, there had been an increase in women in senior-level posts. A request was made that future reports on women staff members be more descriptive so as to indicate the problems encountered in that area.

174. Staff from developing countries accounted for 68 per cent of total UNICEF staff, over 45 per cent of long-term professional staff (both international professional staff and national officers), and 28.9 per cent of international staff. Several delegates felt that the latter was proportionately too low. The Executive Director assured the Committee that he was not satisfied with the progress made and that continued efforts would be made to increase the number of international professional staff from developing countries.

175. There was general approval of the steps taken by the Executive Director to strengthen the management of UNICEF in the preceding year. He said that such efforts would not stop after the three-year implementation period following the management survey but would be regarded as a continuing effort. Among the points discussed by various delegations in the Committee's review of the report were the use of the team approach in problem-solving, staff training, knowledge networks, review of the functions of regional directors, recruitment and promotion policies, including that of women and persons from developing countries, costs of electronic data processing, and the increased attention to cost-effectiveness and internal auditing.

176. The Board endorsed the main lines of action taken and planned by the Executive Director as set forth in E/ICEF/AB/L.177, and requested that the last of the annual follow-up reports on the management survey be submitted to it in 1978.

Administrative and programme support budgets

177. A detailed review of the administrative and programme support budgets was carried out by the Committee on Administration and Finance and a summary of the various points raised in connexion with them is given in its report (E/ICEF/AB/L.180/Rev.1). The Committee noted that the Executive Director had taken an austere approach in preparing the budgets. The number of international professional posts had been held virtually constant, with an increase from 323 to 325. Noting that a start had been made in the application of the concept of a zero-base budget (see para. 171 above) a number of delegates expressed the hope that that would be pursued vigorously and involve intensive self-analysis. The secretariat confirmed its intention to proceed systematically in the application of zero-base budgeting. That could not be done, however, merely by sending directives to divisions and field offices but rather by thorough discussions with each. Experience so far with several of the larger field offices indicated that that process was workable (E/ICEF/AB/L.180/Rev.1, paras.51-56). The Committee also discussed the desirability of a three-year staffing plan related to the functions to be performed and linked to a long-range programme and financial plan (see paras. 82 and 83 above). The secretariat agreed to explore the preparation of such a staff plan which would necessarily be tentative because of certain difficulties likely to be involved (E/ICEF/AB/L.180/Rev.1, paras.57-59).

178. In accordance with the recommendations of the Committee the Board took the following action:

(a) It approved the draft resolutions on revised 1977 administrative services and programme support budget estimates, as set out in document E/ICEF/AB/L.172;

(b) It approved the draft resolution on the 1978 administrative services and programme support budget estimates, as set out in document E/ICEF/AB/L.173;

(c) It approved the draft resolutions on the revised 1977 and 1978 budget estimates of the UNICEF Packing and Assembly Centre in Copenhagen, as set out in document E/ICEF/AB/L.174 and Corr.1;

(d) It approved the draft resolutions on greeting card budget estimates for the 1977 season and a provision for advance costs for the 1978 season, as set out in document E/ICEF/AB/L.175 and amended by the Committee on Administration and Finance (E/ICEF/AB/L.180/Rev.1, paras. 80-81).

179. The commitments approved by the Board for those budgets are set out elsewhere in the present report (see para. 22 above and annex I). 16/

16/ No commitment is required either for UNIPAC, since it is financed by a surcharge on supplies shipped, or for the Greeting Card Operation, which is financed from funds advanced by UNICEF which are reimbursed by the Greeting Card Operation together with net earnings at the close of each sales season.

Financial and related reports

180. The Board noted that the Committee on Administration and Finance had reviewed and noted the UNICEF 1976 financial report (E/ICEF/AB/L.171) and the Greeting Card Operation's financial report for the 1975 season (E/ICEF/AB/L.169 and Corr.1).

181. The Board also noted that the Committee had reviewed and noted the observations of the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions on the 1975 UNICEF financial report and the Greeting Card Operation's financial report on its 1974 season, and the comments and action taken by the Executive Director in response to those observations (E/ICEF/AB/L.170).

182. The discussions in the Board revealed strong support for the International Year of the Child (IYC). The Board considered various aspects of the subject in several contexts during its session: as part of its general debate; as a separate agenda item; in its Programme Committee; and in its Committee on Administration and Finance. As there was considerable overlapping in the points made during those considerations, the following is a synthesis of the views expressed and decisions taken.

183. For its consideration of the subject, the Board had before it a section in the introduction to the Executive Director's general progress report (E/ICEF/648 (Part I), paras.36-41); a note on progress by the Executive Director (E/ICEF/L.1359); a recommendation for a commitment of \$3 million from the general resources of UNICEF to assist developing countries to review and prepare the strengthening and extension of services benefiting children in connexion with the observance of IYC (E/ICEF/P/L.1702); and a note on staffing, budget and funding of the IYC secretariat operations (E/ICEF/AB/L.179 and Corr.1). The Board also had before it a statement by the Chairman of the Sub-Committee on the International Year of the Child of the Non-Governmental Organizations Committee on UNICEF, Canon J. Moerman (E/ICEF/NGO/177). For reference it had available to it two reports of the Secretary-General (E/5844 and A/31/323) as well as General Assembly resolution 31/169 proclaiming 1979 as the International Year of the Child.

184. In the documents referred to and in his various comments during the discussions, the Executive Director stressed the following points:

(a) The International Year of the Child, properly supported, could help to translate the new perceptions about the importance of meeting the needs of children as part of the development process into positive and far-reaching achievements. There were sound indications that IYC could be a major success in achieving United Nations goals for the well-being of children, and reflect credit on the United Nations.

(b) In accordance with the General Assembly resolution, IYC was for all children everywhere, but special emphasis should be placed on the provision of basic services for children in developing countries. The Year thus afforded a unique opportunity to raise the world's level of consciousness on behalf of all the young and especially on behalf of children in developing countries. Their needs, notwithstanding the progress made, were still not fully understood in many segments of society in the more affluent parts of the world.

17/ A separate report by the Executive Director is contained in document E/6010 in response to paragraph 9 of General Assembly resolution A/31/169, in which the Executive Director is requested to report to the General Assembly at its thirty-second session, through the Economic and Social Council at its sixty-third session, on progress in preparing for the International Year of the Child, including its financing and the level of contributions pledged.

(c) The Year should not be "just another year": it should be an occasion for profound review in each country, rich or poor, of the way children fared and for genuine and far-reaching reforms to the fullest extent required. It was hoped that generous support would be provided by the international community to all developing countries needing assistance.

(d) Action at the country level would be the main emphasis in the observance of IYC, with supporting action at the regional and international levels.

(e) While there would be no global intergovernmental conference, the hope had been expressed, notably in the Secretary-General's report (E/5844), that there might be special discussions in the General Assembly in both 1978 and 1979.

(f) It was important for the Board to realize that IYC presented an enormous challenge to UNICEF in two respects: first, its role as lead agency of the United Nations system for the Year, and secondly, the impact that IYC could be expected to have on the work of UNICEF itself.

(g) As part of the effort of UNICEF itself for the Year, the Executive Director proposed that the Board approve \$3 million from the general resources of UNICEF to help developing countries prepare plans for strengthening and extending services benefiting their children in the years following 1979.

(h) As lead agency, UNICEF had already started a series of actions to prepare for the Year (as reported in detail in E/ICEF/L.1359). Those actions included: a letter to the foreign ministers or foreign secretaries of all States Members of the United Nations or members of the specialized agencies drawing attention to the General Assembly resolution, highlighting its main implications and expressing the hope that their countries would participate in the Year by developing suitable action programmes, and suggesting that countries might wish to have some central point from which to develop and co-ordinate action such as a broadly-based National Commission for the Year. A letter had been sent to UNICEF National Committees encouraging them to make whatever contributions they could in observance of the Year in their own countries, including increased efforts toward making the work of UNICEF better known and raising funds for it. A letter had been sent to the permanent representatives of certain countries drawing to their attention the need for contributions to the operational costs of the Year. An IYC Advisory Group had been set up, composed of interested organizations in the United Nations system and non-governmental organizations; it had held its first meeting in Geneva in March and would hold its second meeting in Geneva early in July. A leaflet had been published for wide distribution describing the objectives of the Year and making suggestions for its observance.

(i) Non-governmental organizations accredited to the Economic and Social Council, to UNESCO, and to UNICEF were joining together to create one over-all Non-Governmental Committee for IYC in June 1977.

(j) One of the problems was to raise funds for the additional expenditure involved in appropriately fulfilling the role of lead agency. At the beginning of the Board session, there were pledges from five governments amounting to only \$1.35 million ^{18/} in relation to the \$4.2 million estimated as required. The estimates of staff needed were, of course, only estimates but, in the opinion of the Executive Director, they were conservative in view of the workload that could be envisaged as a result of the interest in the Year already evident. Every effort would be made to keep costs at a minimum, including the use of seconded staff, suitably qualified, whom Governments might make available. The recruitment of a full complement of staff, notably that of a Special Representative, was being inhibited by the lack of adequate assurances regarding the additional funds required. Payment of contributions was not immediately required but pledges or assurances of intentions to contribute were necessary in the near future. The Executive Director was obliged to report to the Economic and Social Council at its sixty-third session on progress in preparations for the Year and especially in raising the funds required.

185. The discussions in the Board brought out the following main points:

(a) Strong support for the Year was expressed by many delegations, including several which had initially expressed some reservations about the Year. In addition, it was apparent that a strong momentum of support for the Year was building up from non-governmental organizations and concerned individuals. A number of delegations described the actions taken or planned in their countries to support the Year.

(b) One delegation proposed that there be a Decade for the Child in Asia as part of the observance of IYC, stating that action programmes undertaken within the framework of such a decade would complement measures to implement the international development strategy for a third United Nations development decade. The same delegation offered to act as host to regional consultations among Asian countries in the hope that that might open the way for consultations or initiatives on the part of other regions with respect to regional inputs in the preparation and follow-up of IYC. The proposal was seen by the delegation as a means of strengthening national efforts to obtain, through time-bound programmes, specific goals and targets with respect to children. It suggested that IYC could serve as an impetus for the proposed decade which could be linked with the ongoing United Nations Decade for Women in a complementary and mutually reinforcing manner.

^{18/} During the course of the session three additional Governments announced pledges bringing the total to \$1,585,000.

(c) Several delegations expressed some reservations with regard to the recommendation to use \$3 million of the general resources of UNICEF to help developing countries prepare to improve services benefiting children in connexion with the observance of IYC on the grounds that those funds might better be used for direct assistance to programmes benefiting children. They agreed to go along with a consensus in approving the recommendation, which most delegations favoured as an appropriate extension of an activity which UNICEF had been supporting for some years.

(d) There was a recognition that UNICEF as lead agency for IYC and responsible for its servicing was in a difficult position as a result of the fact that only somewhat more than one third of the \$4.2 million required to finance IYC had so far been pledged. On the other hand, several Governments had indicated that they had contributions under serious consideration, and it was recognized that a certain amount of time was required for some Governments to be in a position to announce their contributions.

(e) Several delegations stressed that the IYC secretariat responsibilities should not detract from the work of UNICEF itself, and no general resources should be used for the IYC secretariat. The Executive Director stated that there was no intention of diverting funds from the regular resources of UNICEF to the IYC secretariat's operational costs; it was a question of advancing funds "on IYC account".

(f) Several delegations noted with concern that the budgetary estimates for the IYC secretariat for 1977 and 1978 exceeded the earlier estimates in the Secretary-General's report by \$461,600. Some delegations felt that the staff proposed seemed top-heavy. There was a general agreement that it would be desirable to keep costs down: in that connexion the idea of staff seconded by Governments was welcomed. One delegate considered that the existing UNICEF staff should take on the additional tasks resulting from IYC as far as possible, rather than providing for any additional staff. It was emphasized that the special IYC secretariat should be temporary and the Special Representative must be directly responsible to the Executive Director. Some delegations felt that there should be a delay in making the IYC secretariat fully operational; others believed time was of the essence and that the Executive Director should proceed with the task of the lead agency as soon as at all possible. Divergent views were expressed on how long the appointment of a Special Representative could be delayed. Some delegations felt it should be as soon as possible; one delegation felt it could be postponed by as much as a year. The majority agreed that the decision should be left to the Executive Director to make "at an appropriate time".

(g) There was general agreement that it was important for non-governmental organizations to be involved in the preparatory phase as well as the implementation of IYC. One delegation expressed the hope that UNICEF would provide such organizations with financial support.

186. The Board took the following action:

(a) It approved the recommendation of its Programme Committee for a commitment of \$3 million from the general resources of UNICEF to help developing countries prepare to improve their services for children in connexion with the observance of IYC.

(b) With regard to the budget for the IYC secretariat, the Board adopted the following resolution:

"The Executive Board

"Resolves that:

"(a) The proposed 1977 budget estimates of \$758,600 covering the period 1 July to 31 December 1977 and the 1978 budget estimates of \$1,989,000 covering the period 1 January to 31 December 1978, for the operational costs of the International Year of the Child, be approved as detailed in tables 2 and 3 of document E/ICEF/AB/L.179 and Corr.1;

"(b) The Executive Director be authorized:

"(i) To finance the budget estimates of the International Year of the Child from funds received for operational costs which will be handled by UNICEF as funds-in-trust, as indicated in paragraph 25 of document E/ICEF/AB/L.179 and Corr.1, and until such funds are received, to pay advance expenditures from the general resources of UNICEF "on IYC account";

"(ii) To transfer budgetary funds between allotment accounts as required;

"(iii) To appoint, at an appropriate time, a Special Representative, directly responsible to him, as head of the temporary special secretariat for the International Year of the Child."

(c) With regard to the possibility of special discussions in the General Assembly, the Board adopted the following resolution:

"The Executive Board,

"Bearing in mind that there will be no United Nations-sponsored international conference to celebrate the International Year of the Child,

"Requests the Economic and Social Council to recommend to the General Assembly to devote a special discussion to IYC at both its thirty-third session in 1978 and its thirty-fourth session in 1979, the former to help launch the Year and the latter to mark the Year's conclusion, which might include a review of what has been accomplished in various countries and commitments they have undertaken or intend to undertake for themselves and, as appropriate, for enlarged external assistance in programmes benefiting children."

IX. OTHER

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

187. The Board expressed its gratitude for the support given to the work of UNICEF by UNICEF National Committees, non-governmental organizations and a large number of individuals in many countries. The special link between UNICEF and the public, which had been developed through the work of UNICEF National Committees and non-governmental organizations, had allowed literally hundreds of thousands of individuals to participate directly in the United Nations activity.

National Committees

188. UNICEF National Committees in 30 countries played an important role in helping to generate public support for a better understanding of the needs of children in developing countries and for the work of UNICEF. All the Committees were concerned with increasing financial support for UNICEF, either indirectly through their education and information roles, or directly through the sales of greeting cards and other fund-raising activities.

189. At its 1976 session the Executive Board examined in some detail how UNICEF and National Committees could work together more effectively. In its conclusions, ^{19/} the Board stated that the relationship would be strengthened by the signing of agreements between UNICEF and each National Committee (although other arrangements might be preferable in some cases), which would set forth the general basis for co-operation between UNICEF and the Committees. Those "recognition" agreements would be supplemented by a bilateral agreement to be negotiated separately between UNICEF and each Committee, which would deal with other points of understanding (including the proportion of funds received by the Committee which might be retained by it and the proportion to be transferred to UNICEF).

190. The Executive Director reported that as of the time of the 1977 Board session, 11 Committees had signed recognition agreements and other agreements were expected to be concluded shortly. A copy of a typical agreement, that with the Swiss National Committee, was circulated to the Board (E/ICEF/CRP/77-9). The Executive Director hoped to report to the Board at its next session on equally encouraging results with the second-stage bilateral agreements. Delegations expressed their satisfaction with the progress thus far made.

^{19/} Official Records of the Economic and Social Council, Sixty-first Session, Supplement No. 7 (E/5847-E/ICEF/644), para. 178.

191. One delegation believed that the formation of UNICEF National Committees should be encouraged in countries receiving UNICEF aid in order to promote the advocacy role of UNICEF. The Executive Director stated that he had circularized the UNICEF field staff on that question last year. The predominant view was that it would not be a good idea to establish UNICEF National Committees in the countries they were serving partly because it was not reasonable to expect the function of fund-raising from the public, a main role of the Committees, in a developing country. However, the field staff, for the most part, did feel that national committees for children could be a good means for advocacy in behalf of children, and some already existed in one form or another.

192. That approach was being pursued in the context of preparations for the International Year of the Child in which all countries have been urged to constitute national commissions, or the equivalent. Such commissions might become continuing bodies concerned with the well-being of children. Another approach was an interministerial committee established by the Government concerned to co-ordinate UNICEF assistance with programmes in the country. Such committees, with which UNICEF has worked where they existed, have often enlisted the support of a number of national agencies and have, in essence, become national committees for children of that country, their role usually extending beyond the scope of UNICEF-assisted projects.

Non-governmental organizations

193. Since the latter part of 1975, 10 international non-governmental organizations have been accorded consultative status with UNICEF bringing the total to 102. The Non-Governmental Organizations Committee on UNICEF undertook a variety of activities to promote NGO/UNICEF co-operation. At its plenary sessions, through special meetings, workshops and periodic meetings and through the NGO/UNICEF Newsletter, it continued to convey to its members information about the possibilities of working more closely with UNICEF. A sub-committee on women and development had initiated a joint undertaking by a large number of Kenyan non-governmental organizations to develop safe and convenient water supplies at the village level. Increasingly the Non-Governmental Organizations Committee had been encouraging its members to undertake advocacy activities in behalf of children, directly and through their national affiliates. Through adoption of projects or project elements some non-governmental organizations have helped finance UNICEF-assisted services for children related to the special interests of their membership.

194. In the industrialized countries many national non-governmental organizations, working with UNICEF National Committees, participated in education programmes, fund-raising campaigns and the sale of greeting cards. In the developing countries, as was apparent in many of the project recommendations coming before the Programme Committee, the

Governments relied on non-governmental organizations to carry out parts of projects, particularly in community activities: nutrition education, training, services especially benefiting women and rural water supplies. The innovative approaches which could be initiated by voluntary agencies in the delivery of services were commented upon by the Board in its various discussions (see paras. 50, 72, 76 and 90) and were highlighted in the Special Meeting on the needs of children in Asia (see paras. 10 and 11 above).

195. Following the adoption by the General Assembly of its resolution 31/169, establishing the International Year of the Child, the Non-Governmental Organizations Committee on UNICEF took the initiative in the establishment of an over-all IYC/NGO Committee concerned with the involvement of non-governmental organizations in all aspects of IYC - some of which would be broader in scope than the immediate interests of UNICEF (see paras. 184 (i), 185 (a) and 185 (g)).

196. At the Board session a statement on the work of the Non-Governmental Organizations Committee on UNICEF was submitted (E/ICEF/NGO/174); a statement by the Chairman of its Sub-committee on the International Year of the Child was also submitted (E/ICEF/NGO/177). Several non-governmental organizations submitted statements relating to substantive aspects of the Board's deliberations. 20/

Preparations for 1978 and subsequent Board sessions

197. In the course of the session a number of decisions were taken and views expressed which had a bearing on preparations for the 1978 and subsequent Board sessions.

198. As usual, the general progress report of the Executive Director would form the basis of the general debate at the 1978 session. In other programme, financial and administrative documentation for the 1978 session, there would be a sharpening or extension of reports on a number of matters: evaluation (paras. 107 and 108 above); amount of assistance to projects benefiting the young child (para. 99); promotion of breast feeding (para. 120); reasons for discrepancy between planned and actual levels of call-forwards and how they affect programme objectives (para. 106); level of assistance per child per region (para. 99); and guidelines for desirable holdings of funds-in-hand (para. 150).

20/ These were as follows:

(a) Statements on community involvement in primary health care: International Council on Social Welfare (E/ICEF/NGO/173) and Pan-Pacific and Southeast Asia Women's Association (E/ICEF/NGO/176);

(b) Statement on nutrition (use of the Manual on Feeding Infants and Young Children published by the Protein-Calorie Advisory Group of the United Nations System): Friends World Committee for Consultation (E/ICEF/NGO/175);

(c) Statement on co-operation in the field of disaster relief and community development: League of Red Cross Societies (E/ICEF/NGO/178);

(d) Statement on the International Year of the Child: Associated Country Women of the World (E/ICEF/NGO/179).

The Board would be informed of follow-up on the suggestions made with regard to juvenile delinquency (para. 87). The Board would consider the feasibility of a medium term work plan (para. 83) and a further report on children of the urban poor (para. 80). It would also have before it the third progress report on strengthening the management of UNICEF, which would include more descriptive information about the employment of women in the organization (paras. 173 and 176). The Board would also have before it a comprehensive "overview" statement on UNICEF (para. 85). The work of UNICEF both as lead agency for the International Year of the Child and as a participant in the Year would be reviewed by the Board.

199. For its 1979 session the Board would have before it a study on water supply and the sanitation components of primary health care (para. 62). For the 1979 or 1980 session it would have before it an evaluation of assistance projects with an educational component (paras. 33 and 34) and a report, or reports, on the mobilization of provincial and local resources (financial and administrative) for basic services (para. 136). Information would be available for the 1979 and 1980 Board sessions on preparation for IYC in developing countries based upon reviewing the situation of their children and the planning activities they intended to undertake. That would throw light on the consideration by the Board of UNICEF assistance in the 1980s.

200. In the light of the value of the Special Meeting on the situation of children in Asia (paras. 10 and 11 above), one delegate suggested that a similar exercise be undertaken concerning the situation of children in Africa and Latin America. That might be done in New York with the participation of selected countries, possibly in successive sessions. The delegate proposed that the Executive Director study the possibility of a special Meeting on the occasion of the 1978 Board session. The Executive Director agreed to report to the Board on the feasibility of that in several months time.

Election procedure for officers and committees

201. The Board waived rule 12 of its rules of procedure (E/ICEF/177/Rev.3) which provided that the annual organizational meeting to elect officers and committees be held at the end of the regular Board session in which members who were to constitute the Board at its next regular session would participate. It decided instead that the organizational meeting would be held at headquarters some time before the new Board year began on 1 August 1977. The reason for the decision was to allow the six new members of the Board, elected by the Economic and Social Council on 11 May 1977, to participate in the meeting. That would not have been possible had the meeting been held in Manila.

202. The Chairman made a statement (E/ICEF/CRP/77-27) setting out the understandings which had guided the Board in its election process. There were essentially three guidelines. The first was that the Chairman of the Board should be a person who had had experience in the work of the Board, or of UNICEF. The second was that there should be a rotation of the Board chairmanship between members of delegations from developing and industrialized countries. Those two understandings, in effect for a number of years, had become a tradition. The third, approved by the Board in 1975 21/ was that geographical regions should be represented in the Chair in an equitable manner.

203. For the information of those participating in the election, the Chairman also stated the view of a large number of Board members with whom he had consulted regarding the application of those guidelines, in the current situation, to the election of the Board Chairman. In essence it was that, for the year beginning 1 August 1977, the normal practice of rotation of the Board chairmanship - under which the chairmanship would fall to a representative of an industrialized country - should be deferred in order to have a chairman from Africa, a region that had never before held the Board chairmanship. However, for the year beginning 1 August 1978, the Board should revert to the practice of rotation of the chairmanship between developing and industrialized countries, and therefore the chairman for that year should come from an industrialized country.

204. One delegation wished it to be recorded that it took no position on the guidelines or their application.

205. The Board approved the statement of the Chairman and requested that it be called to the attention of the representatives attending the organizational meeting.

21/ Official Records of the Economic and Social Council, Fifty ninth Session, Supplement No. 6 (E/5698-E/ICEF/639), para. 163.

Annex I

Summary of commitments approved by the Executive Board in May 1977
by region and type of programme a/
(in thousands of US dollars)

	Africa	East Asia and Pakistan	South Central Asia	Eastern Mediterranean	The Americas	Inter- regional	Total	Per cent
Child health	15 730	16 548	2 901	3 516	1 535	-	40 230	46.6
Child nutrition	2 497	3 874	290	32	1 650	-	8 343	9.7
Social welfare services for children	4 584	4 206	346	1 820	1 000	-	11 956	13.8
Education (formal, non-formal and prevocational)	7 323	5 046	813	1 890	251	-	15 323	17.7
Country planning and project development	195	732	172	162	717	1 665	3 643	4.2
Emergency reserve	-	-	-	-	-	657	657	0.8
General ^{b/}	1 909	661	40	500	157	3 000	6 269	7.2
Sub-total programme aid	32 238	31 069	4 562	7 920	5 310	5 322	86 421	100.0
Adjustments in earlier commitments	7	54	58	19	121	59	318 ^{d/}	
Programme support ^{c/}	6 605	5 115	3 364	2 908	2 980	5 482	26 454	
Total assistance	38 850	36 238	7 984	10 847	8 411	10 863	113 193	
Administrative services							16 212 ^{e/}	
GRAND TOTAL COMMITMENTS							129 405 <u>d/</u>	

a/ In addition to these commitments, commitments as a result of previous actions of the Board planned for future fulfilment totaled \$189 million.

b/ This amount cannot be broken down into the above categories. It includes \$3 million for International Year of the Child preparatory activities (E/ICEF/P/L.1702).

c/ Including supplementary budget of \$12,500 for 1977.

d/ Excluding savings and cancellations of \$477,549 as mentioned in the short form recommendation paper E/ICEF/P/L.1726.

e/ Including \$535,500 supplementary budget for 1977.

Annex II

Aid approved by the Board at its May 1977 session, by countries

Region/country	Document number	Project	Recommended amount		
			for the period	for commitment	for "noting"
	E/ICEF/			- in US dollars -	
<u>EAST ASIA AND PAKISTAN</u>					
Bangladesh	P/L.1720	Services for children	1977-78	915 000	
Burma	P/L.1704	Services for children	1977-78	3 848 000	2 125 000
Indonesia	P/L.1715	Services for children	1977-79	6 336 000	4 600 000
Pacific Island Countries and Territories	P/L.1685	Services for children	1977-79	525 000	65 000
Pakistan	P/L.1700	Services for children	1977-78		3 550 000
Philippines	P/L.1716	Services for children	1977-79	4 088 000	
Republic of Korea	P/L.1721	Services for children	1978-81	2 757 000	
Socialist Republic of Viet Nam	P/L.1661	Services for children	1978-79	10 000 000	7 000 000
Socialist Republic of Viet Nam	P/L.1725	Services for children	1977-78	775 000	
Thailand	P/L.1693	Services for children	1977-78	1 827 000	
		TOTAL, EAST ASIA AND PAKISTAN		31 069 000	17 538 000
<u>SOUTH CENTRAL ASIA</u>					
Afghanistan	P/L.1683 Corr.1	Services for children	1977-78	2 781 080	638 800
Bhutan	P/L.1701	Services for children	1977-81	965 000	1 450 000
Maldives	P/L.1718	Health services	1977	100 000	
Sri Lanka	P/L.1714	Services for children	1977-78	716 000	825 000
		TOTAL, SOUTH CENTRAL ASIA		4 562 000	2 913 000
<u>EAST AFRICA</u>					
Botswana	P/L.1684	Services for children	1977-79	190 000	1 400 000
Burundi	P/L.1691/ 1691.1	Services for children	1977-80	1 600 000	900 000
Comoros	P/L.1649	Services for children	1977-79	100 000	300 000
Ethiopia	P/L.1671	Services for children	1977-79	7 100 000	4 000 000
Lesotho	P/L.1703	Services for children	1977-81	668 000	1 000 000
Madagascar	P/L.1660	Services for children	1977-80	940 000	

Annex II (continued)

Aid approved by the Board at its May 1977 sessions, by countries

Region/country	Document number	Project	Recommended amount	
			for the period	for "noting"
<u>EAST AFRICA (continued)</u>				
				- in US dollars -
Kenya	P/L.1727	Services for children	1977-78	66 000
Mozambique	P/L.1675	Services for children	1977-79	2 130 000
Rwanda	P/L.1692/ Rev.1	Services for children	1977-79	1 250 000
Seychelles	P/L.1673	Services for children	1977-79	104 000
Somalia	P/L.1696/ Rev.1	Services for children	1977-79	250 000
United Republic of Tanzania	P/L.1713	Services for children	1977-79	4 520 000
Zambia	P/L.1711	Services for children	1977-80	650 000
Regional	P/L.1717	Assistance to Liberation Movements	1977-78	300 000
Regional	P/L.1698	Development of Village Technology in Eastern Africa	1977-78	450 000
		TOTAL, EAST AFRICA		19 102 000
<u>GHANA AND NIGERIA</u>				
Ghana	P/L.1662	Services for children	1977-78	1 202 000
Nigeria	P/L.1690	Services for children	1977-78	2 310 000
		TOTAL, GHANA AND NIGERIA		3 512 000
<u>WEST AND CENTRAL AFRICA</u>				
Angola	P/L.1710	Services for children	1978	1 500 000
Benin	P/L.1686/ Rev.1	Services for children	1977-79	400 000
Cape Verde	P/L.1687	Services for children	1977-79	225 000
Central African Empire	P/L.1688/ Rev.1	Services for children	1977-79	100 000
Chad	P/L.1682/ Rev.1	Services for children	1977-79	300 000
Congo	P/L.1657	Services for children	1978-79	289 000
Guinea	P/L.1709	Services for children	1977-78	150 000
Guinea Bissau	P/L.1666/ Corr.1	Services for children	1977-78	244 000
Ivory Coast	P/L.1670	Services for children	1977-78	320 000
Liberia	P/L.1659	Services for children	1977	220 000

Annex II (continued)

Aid approved by the Board at its May 1977 session, by countries

Region/country	Document number	Project	Recommended amount		
			for the period	for commitment for "noting"	
			- in US dollars -		
WEST AND CENTRAL AFRICA (continued)					
Mali	P/L.1669	Services for children	1977-78	1 150 000	
Mauritania	P/L.1667	Services for children	1977-78	660 000	
Niger	P/L.1679	Services for children	1977-79		1 400 000
Sao Tome and Principe	P/L.1695	Services for children	1977-79	50 000	100 000
Senegal	P/L.1694	Services for children	1977-79	850 000	1 250 000
Sierra Leone	P/L.1672	Services for children	1977-80	300 000	600 000
Upper Volta	P/L.1681	Health services	1977-79		1 150 000
Zaire	P/L.1668	Services for children	1978-81	2 866 000	1 367 000
TOTAL, WEST AND CENTRAL AFRICA				9 624 000	11 413 000
EASTERN MEDITERRANEAN					
Democratic Yemen	P/L.1705	Services for children	1977-78		2 460 000
Egypt	P/L.1719 Corr.1	Services for children	1977-79	2 000 000	2 600 000
Jordan	P/L.1676	Services for children	1977-78	610 000	
Lebanon	P/L.1708	Relief and rehabilitation	1977-78	2 000 000	3 000 000
Sudan	P/L.1697	Services for children	1977-79	2 400 000	4 500 000
Syrian Arab Republic	P/L.1678	Services for children	1977-78	810 000	
Regional	P/L.1677	Multimedia in-service teacher-training	1977	100 000	
TOTAL, EASTERN MEDITERRANEAN				7 920 000	12 560 000
THE AMERICAS					
Bolivia	P/L.1656	Integrated services for children	1977-80	1 500 000	
Colombia	P/L.1665	Basic services for children	1977-79	1 630 000	180 000
Cuba	P/L.1707	Nutrition	1977-79	250 000	
Dominican Republic	P/L.1699	Education	1977-81		533 000
Mexico	P/L.1724	Integrated services for children	1977-78	270 000	
Paraguay	P/L.1722	Environmental sanitation	1977-80	400 000	500 000

Annex II (continued)

Aid approved by the Board at its May 1977 sessions, by countries

Region/country	Document number	Project	Recommended amount		
			for the period	for commitment	for "noting"
			- in US dollars -		
<u>THE AMERICAS (continued)</u>					
Peru	P/L.1723	Basic services for children	1977-78	250 000	
Subregional	P/L.1712	Early Stimulation Programme - Central America and Panama	1977-79	300 000	
Subregional	P/L.1674/ Corr.1	Caribbean: selected services for children	1977-79	210 000	230 000
Regional	P/L.1680	Interagency Project for the Promotion of National Food and Nutrition Policies	1977-78	500 000	
Regional	P/L.1663	Promotion of the role of women in development	1977-79		650 000
TOTAL, THE AMERICAS				<u>5 310 000</u>	<u>2 093 000</u>
 <u>INTERREGIONAL</u>					
	P/L.1654	Interregional project for Programme preparation	1978	1 650 000	
	P/L.1702	International Year of the Child Preparatory activities	1977-79	3 000 000	
	P/L.1689	Maurice Pate Memorial Award	1977	15 000	
	P/L.1658	Emergency reserve	1978	657 200	
TOTAL, INTERREGIONAL				<u>5 322 200</u>	
	P/L.1726	Commitment to cover over-expenditure	1977	317 900 ^{a/}	
Total proposed programme assistance				86 739 000	65 990 000
Programme support services				<u>26 453 500 ^{b/}</u>	
Total assistance				113 192 600	
Administrative services				<u>16 212 200 ^{c/}</u>	
GRAND TOTAL				<u>129 404 800</u>	

^{a/} Savings and cancellations of \$477,549 reducing outstanding obligations are also recommended in this paper.

^{b/} Comprising \$26,441,000 for 1978 and \$12,500 supplementary budget for 1977.

^{c/} Comprising \$15,676,700 for 1978 and \$535,500 supplementary budget for 1977.

Annex III

Government pledges to UNICEF general resources for 1977

(as of 31 May 1977)

	<u>U. S. dollars</u>		<u>U. S. dollars</u>
Afghanistan	2,500	Haiti	5,000
Algeria	85,000	Holy See	1,000
Argentina	115,000	Hungary	14,402
Australia	1,311,966	Iceland	18,421
Austria	416,667	India	1,264,368
Bahamas	2,962	Indonesia	250,000
Bahrain	20,107	Iraq	121,600
Bangladesh	1,000	Ireland	206,837
Barbados	4,500	Israel	45,000
Belgium	722,222	Italy	451,977
Bhutan	1,500	Ivory Coast	12,097
Bolivia	16,000	Jamaica	9,600
Botswana	4,614	Japan	2,400,000
Brazil	85,000	Jordan	15,015
Bulgaria	51,440	Kenya	16,847
Burma	49,777	Kuwait	100,000
Byelorussian Soviet Socialist Republic	74,602	Liberia	20,000
Canada	6,190,476	Libyan Arab Jamahiriya	35,200
Chile	150,000	Luxembourg	17,222
Colombia	250,000	Madagascar	11,089
Costa Rica	30,000	Malawi	2,500
Cuba	100,000	Malaysia	78,369
Cyprus	500	Mali	6,000
Czechoslovakia	65,445	Malta	4,673
Democratic Yemen	3,000	Mauritius	4,243
Denmark	2,680,620	Mexico	111,607
Dominican Republic	1,000	Monaco	3,030
Ecuador	25,000	Mongolia	3,000
Egypt	78,571	Morocco	55,000
Ethiopia	10,952	Nepal	4,819
Fiji	2,000	Netherlands	4,374,758
Finland	777,326	Norway	8,538,899
France	1,743,611	Oman	50,000
Gabon	25,403	Pakistan	75,505
Gambia	4,911	Panama	22,000
German Democratic Republic	116,667	Paraguay	10,000
Germany, Federal Republic of	3,389,831	Peru	120,000
Ghana	20,870	Philippines	413,732
Greece	90,000	Poland	332,078
Guatemala	30,000	Portugal	10,000
Guyana	5,271	Qatar	200,000
		Republic of Korea	51,000
		Romania	12,500
		Rwanda	3,000

Annex III (continued)

Government pledges to UNICEF general resources for 1977

(as of 31 May 1977)

	<u>U. S. dollars</u>		<u>U. S. dollars</u>
St. Lucia	2,593	United Arab Emirates	120,000
Saudi Arabia	1,000,000	United Kingdom of Great Britain and Northern Ireland	5,641,026
Senegal	20,161	United Republic of Cameroon	29,637
Singapore	10,204	United Republic of Tanzania	19,073
Spain	176,392	United States of America	20,000,000
Sri Lanka	21,404	Uruguay	5,000
Surinam	3,000	Venezuela	116,000
Sweden	19,450,801	Yemen	10,042
Switzerland	2,272,409	Yugoslavia	235,000
Syrian Arab Republic	25,641	Zambia	<u>28,258</u>
Thailand	215,751		
Trinidad and Tobago	8,333		
Tunisia	28,572		
Turkey	190,476		
Ukrainian Soviet Socialist Republic	149,204		
Union of Soviet Socialist Republics	805,703		<u><u>88,843,379</u></u>

Annex IV

Contributions from Governments for 1975 and 1976
(in thousands of US dollar equivalents)

Column (1) shows contributions for general resources. Column (2) shows contributions for specific purposes (details for 1975 in E/ICEF/642 (Part III), annex IV; for 1976 in E/ICEF/648 (Part III), annex IV). Column (3) refers to cash contributions from Governments in UNICEF-assisted countries towards local costs of UNICEF field offices.

Governments	1976				1975			
	<u>General resources</u>	<u>Specific purposes</u>	<u>Local costs</u>	<u>Total</u>	<u>General resources</u>	<u>Specific purposes</u>	<u>Local costs</u>	<u>Total</u>
	(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)
Afghanistan	28.5			28.5				
Algeria	85.0		86.7	171.7	85.0		36.1	121.1
Antigua	-			-	0.3			0.3
Argentina	115.0			115.0	115.0			115.0
Australia	1 317.4			1 317.4	1 139.8	402.4		1 542.2
Austria	274.7			274.7	270.6	86.0		356.6
Bahamas	3.0			3.0	3.0			3.0
Bahrain	7.5			7.5	7.5			7.5
Bangladesh	1.0			1.0	1.0			1.0
Barbados	4.5		0.5	5.0	4.5		0.6	5.1
Belgium	607.6	81.1		688.7	578.9	130.1		709.0
Belize	0.5			0.5	0.6			0.6
Benin	-			-	4.5			4.5
Bhutan	1.7		1.7	3.4	1.5		1.8	3.3
Bolivia	22.0			22.0	8.9			8.9
Botswana	4.6		2.3	6.9	3.8			3.8
Brazil	115.0			115.0	100.0			100.0
British Virgin Islands	0.1			0.1	0.1			0.1
Brunei	-			-	8.6			8.6
Bulgaria	51.4			51.4	42.7			42.7
Burma	48.2		54.5	102.7	58.3	2.4	52.1	112.8
Burundi	3.0			3.0	-			-
Byelorussian Soviet Socialist Republic	74.0			74.0	79.8			79.8
Canada	5 050.5	489.4		5 539.9	3 500.0	5 237.5		8 737.5
Chile	172.1		3.0	175.1	130.0			130.0
Colombia	350.0		18.9	368.9	352.0		11.1	363.1
Costa Rica	30.0			30.0	30.0			30.0
Cuba	100.0			100.0	101.5			101.5
Cyprus	3.8			3.8	-			-
Czechoslovakia	64.3			64.3	65.4			65.4
Democratic Kampuchea	-			-	2.7			2.7
Democratic Yemen	1.4			1.4	1.0			1.0
Denmark	1 784.5	519.1		2 303.6	1 669.8	299.2		1 969.0
Ecuador	25.0			25.0	25.1			25.1
Egypt	140.5		10.9	151.4	140.6	38.3	10.9	189.8
El Salvador	25.0			25.0	20.0			20.0
Ethiopia	21.9		28.1	50.0	21.9		35.5	57.4
Fiji	2.0			2.0	2.0			2.0
Finland	800.0	30.8		830.8	845.6	219.0		1 064.6
France	1 836.4			1 836.4	2 030.8	646.9		2 677.7
Gabon	19.8			19.8	35.5			35.5
Gambia	4.7			4.7	4.6		1.2	5.8

Annex IV (continued)

Contributions from Governments for 1975 and 1976 (continued)
(in thousands of US dollar equivalents)

Governments	1976				1975			
	<u>General resources</u> (1)	<u>Specific purposes</u> (2)	<u>Local costs</u> (3)	<u>Total</u> (4)	<u>General resources</u> (1)	<u>Specific purposes</u> (2)	<u>Local costs</u> (3)	<u>Total</u> (4)
German Democratic Republic	109.8			109.8	114.3			114.3
Germany, Federal Republic of	3 100.8			3 100.8	3 361.4	209.1		3 570.5
Ghana	20.9			20.9	40.0			40.0
Greece	90.0			90.0	90.0			90.0
Guatemala	30.0		0.5	30.5	15.0		0.7	15.7
Guinea	41.5			41.5	73.3			73.3
Guyana	5.3			5.3	5.4			5.4
Holy See	1.0			1.0	1.0			1.0
Honduras	20.0			20.0	20.0			20.0
Hong Kong	12.5		6.3	18.8	12.7		3.7	16.4
Hungary	14.7			14.7	12.0			12.0
Iceland	15.7			15.7	14.5			14.5
India	1 123.6		202.2	1 325.8	1 250.0		283.1	1 533.1
Indonesia	200.0		249.7	449.7	150.0		191.5	341.5
Iran	1 000.0		24.2	1 024.2	1 000.0		24.7	1 024.7
Iraq	-			-	122.0			122.0
Ireland	185.8	83.2		269.0	157.6	35.3		192.9
Israel	45.0			45.0	45.0			45.0
Italy	462.4			462.4	589.1			589.1
Ivory Coast	12.9		46.9	59.8	12.0		51.4	63.4
Jamaica	13.2			13.2	13.2			13.2
Japan	2 249.3			2 249.3	2 040.3	1 290.1		3 330.4
Jordan	15.0		1.4	16.4	13.0		2.2	15.2
Kenya	16.8		7.3	24.1	17.2	9.7	15.8	42.7
Kuwait	100.0			100.0	10.0			10.0
Lao People's Democratic Republic	4.5			4.5	4.0			4.0
Lebanon	-			-	29.8			29.8
Lesotho	1.6		0.5	2.1	1.4			1.4
Liberia	20.0			20.0	20.0			20.0
Libyan Arab Republic	35.2		8.4	43.6	-			-
Liechtenstein	2.0			2.0	2.0			2.0
Luxembourg	14.9			14.9	14.1			14.1
Madagascar	33.5			33.5	-			-
Malawi	2.0			2.0	2.0			2.0
Malaysia	79.2		16.7	95.9	90.1		16.7	106.8
Maldives	2.0			2.0	1.0			1.0
Mali	13.3			13.3	26.8			26.8
Malta	4.6			4.6	10.5			10.5
Mauritania	15.2			15.2	16.4		8.5	24.9
Mauritius	4.2			4.2	4.0			4.0
Mexico	200.0		91.0	291.0	120.0		92.9	212.9
Monaco	3.3			3.3	3.3			3.3
Mongolia	3.0			3.0	5.2			5.2
Montserrat	-			-	0.2			0.2
Morocco	55.0		30.0	85.0	55.0		30.0	85.0

Annex IV (continued)

Contributions from Governments for 1975 and 1976 (continued)
(in thousands of US dollar equivalents)

<u>Governments</u>	<u>1976</u>				<u>1975</u>			
	<u>General</u>	<u>Specific</u>	<u>Local</u>	<u>Total</u>	<u>General</u>	<u>Specific</u>	<u>Local</u>	<u>Total</u>
	<u>resources</u>	<u>purposes</u>	<u>costs</u>		<u>resources</u>	<u>purposes</u>	<u>costs</u>	
(1)	(2)	(3)	(4)	(1)	(2)	(3)	(4)	
Nepal	4.3			4.3	3.2		3.5	6.7
Netherlands	3 717.5	6 527.4		10 244.9	2 083.3	11 927.9		14 011.2
New Zealand	700.0	151.5		851.5	739.2			739.2
Nicaragua	30.0			30.0	30.0			30.0
Nigeria	113.8			113.8	113.8			113.8
Norway	5 665.9	90.9		5 756.8	3 975.3			3 975.3
Oman	50.0			50.0	55.0			55.0
Pakistan	75.5		37.9	113.4	75.3		65.7	141.0
Panama	6.0			6.0	22.0			22.0
Paraguay	10.0			10.0	-			-
Peru	121.4			121.4	120.0			120.0
Philippines	413.7		29.6	443.3	413.7		45.4	459.1
Poland	316.3			316.3	316.3			316.3
Portugal	20.0			20.0	-			-
Qatar	200.0			200.0	200.0			200.0
Republic of Korea	51.4		28.0	79.4	28.0		28.0	56.0
Romania	12.5			12.5	11.7			11.7
Rwanda	3.0			3.0	3.0			3.0
St. Kitts-Nevis-Anguilla	0.7			0.7	0.8			0.8
St. Lucia	2.2			2.2	2.9			2.9
San Marino	2.7			2.7	3.0			3.0
Saudi Arabia	1 020.6			1 020.6	487.0		20.6	507.6
Senegal	22.2			22.2	25.6		5.6	31.2
Sierra Leone	-			-	28.0			28.0
Singapore	12.7		2.5	15.2	13.8		2.5	16.3
Somalia	14.7			14.7	10.2			10.2
South Africa	50.2			50.2	50.2			50.2
Spain	167.4			167.4	168.2			168.2
Sri Lanka	18.5		1.5	20.0	17.7		11.8	29.5
Sudan	35.0			35.0	30.0		25.1	55.1
Surinam	3.0			3.0	-			-
Swaziland	4.6		2.3	6.9	2.8			2.8
Sweden	15 659.9	1 118.6		16 778.5	12 610.6	2 523.7		15 134.3
Switzerland	2 190.4	2 247.0		4 437.4	2 132.4	880.1		3 012.5
Syrian Arab Republic	25.6			25.6	27.4			27.4
Thailand	322.1		101.7	423.8	357.3		94.8	452.1
Togo	-			-	13.6			13.6
Tonga	1.0			1.0	1.0			1.0
Trinidad and Tobago	10.0			10.0	15.0			15.0
Tunisia	31.0		13.5	44.5	33.8		15.6	49.4
Turkey	215.1		33.7	248.8	240.7		42.4	283.1
Uganda	35.5			35.5	-			-
Ukrainian Soviet Socialist Republic	148.0			148.0	159.6			159.6

Annex IV(continued)

Contributions from Governments for 1975 and 1976 (continued)
(in thousands of US dollar equivalents)

<u>Governments</u>	<u>1976</u>				<u>1975</u>			
	<u>General resources</u> (1)	<u>Specific purposes</u> (2)	<u>Local costs</u> (3)	<u>Total</u> (4)	<u>General resources</u> (1)	<u>Specific purposes</u> (2)	<u>Local costs</u> (3)	<u>Total</u> (4)
Union of Soviet Socialist Republics	799.3			799.3	861.7			861.7
United Arab Emirates	140.0		271.5	411.5	100.0		101.3	201.3
United Kingdom of Great Britain and Northern Ireland	3 977.5			3 977.5	4 318.5	2 497.1		6 815.6
United Republic of Cameroon	28.0			28.0	64.5			64.5
United Republic of Tanzania	15.6		14.4	30.0	12.5		15.8	28.3
United States of America	20 000.0			20 000.0	17 000.0			17 000.0
Uruguay	5.0			5.0	-			-
Venezuela	116.0			116.0	167.0			167.0
Western Samoa	1.6			1.6	2.0			2.0
Yemen	25.3			25.3	11.3			11.3
Yugoslavia	235.7			235.7	232.4			232.4
Zambia	35.0		28.0	63.0	35.0		28.0	63.0
	79 459.7	11 339.0	1 456.3	92 255.0	68 504.0	26 434.8	1 376.6	96 315.4
Adjustment to prior years' income		(40.6)		(40.6)	(43.8)			(43.8)
TOTAL^{a/}	79 459.7	11 298.4	1 456.3^{b/}	92 214.4	68 460.2	26 434.8	1 376.6^{b/}	96 271.6

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

<u>In 1976</u>		<u>In 1975</u>	
Denmark	\$1 971.3	Bangladesh	\$ 468.8
Finland	372.2	Denmark	825.1
Germany, Federal Republic of	1 119.7	Finland	761.0
Norway	1 811.6	Germany, Federal Republic of	980.0
Sweden	273.3	Norway	1 372.5
United Kingdom of Great Britain and Northern Ireland	330.0	Sweden	102.6
		United States of America	3 100.0
Total	\$5 878.1	Total	\$7 610.0

^{b/} To arrive at the funds available for UNICEF programme expenditures, contributions for local costs in the amount of \$1,376.6 for 1975 must be deducted. In 1976 contributions for local costs are recorded in UNICEF's accounts as income.

Annex V

Contributions to UNICEF from non-governmental sources including revenue
from sales of Greeting Card Operation during 1975 and 1976

(in US dollar equivalents)

Source	1976				1975			
	General resources	Specific purposes a/	Sales Revenue Greeting Card Operation 1975/76		General resources	Specific purposes a/	Sales revenue Greeting Card Operation 1975/76	
			Net transferred	Total			Net transferred	Total
Afghanistan			2 700	2 700			2 492	2 492
Algeria	299		24 887	25 186	40	100	28 754	28 894
Argentina			59 025	59 025			244 041	244 041
Australia	1 763	526 694	121 424	649 881	655	539 468	161 639	701 762
Austria	7 420		164 686	172 106	1 506		182 930	184 436
Bahamas				5				
Bahrain			1 623	1 623			758	758
Bangladesh	10	9	15 542	15 561		51	6 985	7 032
Belgium	320 921	143 713	359 582	824 216	379 959	467 897	403 382	1 251 238
Benin			91	91			494	494
Bermuda			3 264	3 264			3 877	3 877
Bolivia			10 827	10 827	93		8 572	8 665
Botswana			-				1 311	1 311
Brazil	189		975 575	975 764	70		887 195	887 265
Bulgaria			108 337	108 337			105 577	105 577
Burma			5 892	5 892			6 524	6 524
Burundi			617	617			968	968
Canada		2 138 225	621 555	2 759 780		1 051 649	1 024 191	2 075 840
Central African Empire			420	420			446	446
Chad			115	115			393	393
Chile			112 871	112 871	4		117 979	117 983
Colombia			32 306	32 306			29 336	29 336
Congo			1 242	1 242			2 529	2 529
Costa Rica			5 161	5 161			5 211	5 211
Cuba			9 080	9 080			6 074	6 074
Cyprus			890	890			467	467
Democratic Kampuchea							849	849
Democratic Yemen			617	617			507	507
Denmark	12 163	18 739	300 303	331 205	25 390	1 689	304 979	332 058
Dominican Republic			7 837	7 837			2 582	2 582
Ecuador			-				7 630	7 630
Egypt			18 066	18 066			19 564	19 564
El Salvador			8 235	8 235			9 941	9 941
Equatorial Guinea			442	442			514	514
Ethiopia		413	1 713	2 126			1 106	1 106
Fiji			989	989			237	237
Finland	46 454	312 652	321 927	681 033	8 694	34 394	293 790	336 878
France	640 260	32 367	1 595 489	2 268 116	805 620	31 132	1 412 119	2 248 871
Gabon			1 478	1 478			1 206	1 206
Gambia			822	822			262	262
Germany, Federal Republic of	1 093 213	202 156	2 698 684	3 994 053	1 554 574	327 076	2 896 332	4 777 982

Annex V (continued)

**Contributions to UNICEF from non-governmental sources including revenue
from sales of Greeting Card Operation during 1975 and 1976 (continued)**

(in US dollar equivalents)

Source	1976				1975			
	General resources	Specific purposes a/	Sales Revenue Greeting Card Operation 1975/76		General resources	Specific purposes a/	Sales revenue Greeting Card Operation 1975/76	
			Net transferred	Total			Net transferred	Total
Ghana							9 516	9 516
Gibraltar			1 084	1 084			627	627
Greece			53 090	53 090			58 173	58 173
Grenada			266	266			250	250
Guadeloupe			155	155			145	145
Guatemala		71	6 952	7 023	46		7 823	7 869
Guinea			1 173	1 173			1 998	1 998
Guyana		98	4 889	4 987			5 086	5 086
Haiti			289	289				
Honduras			2 642	2 642			5 353	5 353
Hong Kong			821	821				
Hungary			26 217	26 217			25 218	25 218
Iceland			4 968	4 968			4 000	4 000
India	1 113	114	202 168	203 395	1 033	617	166 201	167 851
Indonesia	48		23 672	23 720	63		17 104	17 167
Iran	200		8 416	8 616	1 450		20 334	21 784
Iraq			4 498	4 498			3 579	3 579
Ireland	40 741		17 991	58 732	464	24 833	17 723	43 020
Israel			6 605	6 605			777	777
Italy	112 302		143 580	255 882	98 580	30 009	191 404	319 993
Ivory Coast			6 630	6 630			5 629	5 629
Jamaica							747	747
Japan	764 441	40 144	38 523	843 108	214 131	169 879	43 784	427 794
Jordan		1 524	936	2 460	10		850	860
Kenya		49	7 603	7 652	119		7 374	7 493
Kuwait	196		640	836	428		1 194	1 622
Lao People's Democratic Republic			1 025	1 025	119		1 121	1 240
Lebanon			189	189	878		19 661	20 539
Liberia			1 235	1 235			1 267	1 267
Libyan Arab Republic			3 739	3 739			6 007	6 007
Luxembourg	135	7 595	35 127	42 857	24	5 882	38 153	44 059
Madagascar			539	539			802	802
Malaysia	197		8 873	9 070			2 623	2 623
Malawi			582	582			863	863
Mali			258	258			837	837
Malta			975	975			1 483	1 483
Martinique			794	794			189	189
Mauritania							595	595
Mauritius			415	415			414	414
Mexico	204	240	43 028	43 472	36		34 027	34 063
Monaco			3 864	3 864			4 098	4 098
Morocco			8 278	8 278	487		8 550	9 037
Mozambique			1 177	1 177				

Annex V (continued)

Contributions to UNICEF from non-governmental sources including revenue from sales of Greeting Card Operation during 1975 and 1976 (continued)

(in US dollar equivalents)

Source	1976				1975			
	General resources	Specific purposes a/	Sales Revenue Greeting Card Operation 1975/76		General resources	Specific purposes a/	Sales Revenue Greeting Card Operation 1975/76	
			Net transferred	Total			Net transferred	Total
Nepal	1 016		3 027	4 043	15		2 380	2 395
Netherlands	103 586	310 864	573 653	988 103	67 593	181 899	625 237	874 729
New Zealand	1 733	162 215	70 236	234 184	2 373	13 068	85 724	101 165
Nicaragua			4 633	4 633			473	473
Nigeria	41		32 618	32 659	62		25 726	25 788
Norway	93 135		342 344	435 479	53 527	40 489	364 589	458 605
Pakistan			17 931	17 931			16 547	16 547
Panama			7 631	7 631	55		13 187	13 242
Papua New Guinea	404	422	1 024	1 850		920	250	1 170
Paraguay			7 814	7 814			6 373	6 373
Peru	769		105 477	106 246		231	87 854	88 085
Philippines			19 780	19 780	376	2 179	21 505	24 060
Poland			82 846	82 846			22 672	22 672
Portugal			1 760	1 760	813		4 500	5 313
Qatar							185	185
Republic of Korea			2 079	2 079		70	1 556	1 626
Romania	727		126 909	127 636	2 603		183 185	185 788
Rwanda			509	509			149	149
St. Lucia			513	513			691	691
Saudi Arabia			2 290	2 290		10	2 797	2 807
Senegal			9 818	9 818		100	6 501	6 601
Sierra Leone			628	628			594	594
Singapore			4 317	4 317			4 903	4 903
Socialist Republic of Viet Nam			466	466			6 915	6 915
Somalia							562	562
South Africa							9 059	9 059
Spain	243 426	243 103	572 059	1 058 588	63 228	656 216	528 732	1 248 176
Sri Lanka	65		21 237	21 302			16 992	16 992
Sudan			3 898	3 898			3 861	3 861
Swaziland			1 140	1 140				
Sweden	53 150	200 000	540 452	793 602	67 698	291 684	571 843	931 225
Switzerland	84 049	12 374	666 147	762 570	150 487	17 137	673 168	840 792
Syrian Arab Republic							2 502	2 502
Thailand			14 184	14 184	659	99	15 917	16 675
Togo			514	514				
Tonga							265	265
Trinidad and Tobago	9		2 366	2 375				
Tunisia							4 125	4 125
Turkey	6		18 258	18 264	9		22 004	22 013
Uganda			626	626			742	742
Union of Soviet Socialist Republics			298 408	298 408			301 520	301 520
United Arab Emirates			6 929	6 929			5 770	5 770

Annex V (continued)

Contributions to UNICEF from non-governmental sources including revenue from sales of Greeting Card Operation during 1975 and 1976 (continued)

(in US dollar equivalents)

Source	1976				1975			
	General resources	Specific purposes a/	Sales Revenue Greeting Card Operation 1975/76		General resources	Specific purposes a/	Sales Revenue Greeting Card Operation 1975/76	
			Net transferred	Total			Net transferred	Total
United Kingdom of Great Britain and Northern Ireland	3 791	149 640	308 527	461 958	116 529	148 686	383 042	648 257
United Republic of Cameroon			316	316			638	638
United Republic of Tanzania			5 790	5 790			4 640	4 640
United States of America	3 685 009	642 839	2 726 624	7 054 472	4 779 614	843 249	3 041 075	8 663 938
Upper Volta		2 458		2 458				
Uruguay			13 407	13 407			19 666	19 666
Venezuela	4 465		12 649	17 114			4 491	4 491
Yemen			1 403	1 403			34	34
Yugoslavia	854		107 975	108 829	66		79 531	79 597
Zaire	62		5 938	6 000			7 290	7 290
Zambia	137		14 277	14 414			11 045	11 045
United Nations Secretariat	2 324	341		2 665	22 497	2 262		24 759
Miscellaneous			600	600			112	112
Subtotal	7 321 201	5 148 890	15 030 247	27 500 338	8 422 677	4 882 975	16 092 450	29 398 102
LESS: Costs of the Greeting Card Operation for producing cards, sales brochures, freight and related costs			8 554 945	8 554 945			7 334 982	7 334 982
Total*	7 321 201	5 148 890	6 475 302	18 945 393	8 422 677	4 882 975	8 757 468	22 063 120

* There were, in addition, funds-in-trust for projects (document E/ICEF/AB/L.159 in 1975 and document E/ICEF/AB/L.171 for 1976) from non-governmental sources:

<u>In 1976</u>	<u>In 1975</u>
Germany, Federal Republic of \$US 418 007	Germany, Federal Republic of \$US 98 999

a/ Details are given in chap. III, annex IV of document E/ICEF/642 for 1975; and in chap. III, annex IV of document E/ICEF/648 for 1976.

كيفية الحصول على منشورات الأمم المتحدة

يمكن الحصول على منشورات الأمم المتحدة من المكتبات ودور التوزيع في جميع أنحاء العالم . استعلم عنها من المكتبة التي تتعامل معها أو اكتب الى : الأمم المتحدة ، قسم البيع في نيويورك أو في جنيف .

如何购取联合国出版物

联合国出版物在全世界各地的书店和经售处均有发售。请向书店询问或写信到纽约或日内瓦的联合国销售组。

HOW TO OBTAIN UNITED NATIONS PUBLICATIONS

United Nations publications may be obtained from bookstores and distributors throughout the world. Consult your bookstore or write to: United Nations, Sales Section, New York or Geneva.

COMMENT SE PROCURER LES PUBLICATIONS DES NATIONS UNIES

Les publications des Nations Unies sont en vente dans les librairies et les agences dépositaires du monde entier. Informez-vous auprès de votre libraire ou adressez-vous à : Nations Unies, Section des ventes, New York ou Genève.

КАК ПОЛУЧИТЬ ИЗДАНИЯ ОРГАНИЗАЦИИ ОБЪЕДИНЕННЫХ НАЦИЙ

Издания Организации Объединенных Наций можно купить в книжных магазинах и агентствах во всех районах мира. Наводите справки об изданиях в вашем книжном магазине или пишите по адресу : Организация Объединенных Наций, Секция по продаже изданий, Нью-Йорк или Женева.

COMO CONSEGUIR PUBLICACIONES DE LAS NACIONES UNIDAS

Las publicaciones de las Naciones Unidas están en venta en librerías y casas distribuidoras en todas partes del mundo. Consulte a su librero o diríjase a: Naciones Unidas, Sección de Ventas, Nueva York o Ginebra.
