

# UNITED NATIONS CHILDREN'S FUND

## REPORT OF THE EXECUTIVE BOARD

(14-25 April 1986)

## ECONOMIC AND SOCIAL COUNCIL

OFFICIAL RECORDS, 1986

SUPPLEMENT No. 8 ✓



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NOTE

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

E/1986/28  
E/ICEF/1986/12

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\* This report has been organized to reflect the order of discussion of agenda items. A number of agenda items were discussed both in general debate and in the Committees and are reflected accordingly in this report. All decisions, as adopted by the Executive Board, appear at the end of the report.

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## I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund held its 1986 regular session at United Nations Headquarters from 14 to 25 April 1986. Officers of the Executive Board for the period 1 August 1985 to 31 July 1986 were as follows:\*

Chairman: Anwarul Karim Chowdhury (Bangladesh);

First Vice-Chairman: Gaetano Zucconi (Italy);

Second Vice-Chairman: Poliana Cristescu (Romania);

Third Vice-Chairman: Berhanu Dinka (Ethiopia);

Fourth Vice-Chairman: Hector Terry Molinert (Cuba);

Chairman, Programme Committee: Gabriel Restrepo (Colombia);

Vice-Chairman, Programme Committee: Mohammed Said Al-Mohamed (Oman);

Chairman, Committee on Administration and Finance: A. P. Maruping (Lesotho);

Vice-Chairman, Committee on Administration and Finance: Erik Fiil (Denmark).

2. The agenda of the 1986 session is contained in documents E/ICEF/1986/1/Rev.1 and Corr.1 and Corr.2. A list of documents issued in connection with the 1986 session is contained in document E/ICEF/1986/INF/2/Rev.1. The Programme Committee, sitting as a committee of the whole, met from 18 to 22 April 1986. The Committee on Administration and Finance, also sitting as a committee of the whole, met from 22 to 24 April 1986. Ove Ullerup-Petersen (Denmark) served as Acting Vice-Chairman in the absence of Vice-Chairman Erik Fiil.

3. The Executive Board agreed to include the presentation of the 1986 Maurice Pate Memorial Award in the fortieth anniversary ceremony held during the opening meeting (see para. 10 below).

4. It was also decided to hold a meeting of the Working Group on the Future Work and Procedures of the Executive Board during the first week of the Executive Board session, at which time a recommendation to ensure that the work of the Committees was organized to allow for adequate in-depth discussions during their meetings was considered and subsequently adopted by the Board for immediate implementation (see para. 237 below and chap. VI, decision 1986/1).

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\* The Executive Board, with its membership as at 1 August 1986, held its organizational session to elect officers for the period 1 August 1986 to 31 July 1987 at United Nations Headquarters on 25 June 1986. The report on the organizational session of the Executive Board is contained in document E/ICEF/1986/13.

5. At the request of several delegations, it was agreed to discuss the document entitled "UNICEF expanded activities in Africa" (E/ICEF/1986/L.5) separately in the Programme Committee instead of during the general debate (see paras. 125-138 below and chap. VI, decision 1986/2). A sub-item on UNICEF activities concerning the role of women in development was also added to the agenda of the Programme Committee (see paras. 153-162 below and chap. VI, decision 1986/4).

## II. PLENARY MEETINGS

### Opening session

6. The opening of the fortieth anniversary session of the Executive Board was highlighted by a choir of primary schoolchildren who sang a song dedicated to UNICEF's fortieth anniversary, as a message from children to children everywhere. In his opening remarks, the Secretary-General stated that the work of UNICEF over the past 40 years constituted a record of achievement and aspiration for building a better future for humanity and reiterated his full support for the child survival and development strategy, which was based on a creative, practical approach to sustaining and accelerating progress for children even in conditions of economic stress and constricted resources. The Chairman of the Executive Board, in re-emphasizing the sentiment expressed by the Secretary-General, stressed that the two factors which had contributed to the UNICEF image - its conscious effort to remain totally non-partisan and non-political and its operational efficiency and flexibility - should be borne in mind during the deliberations. The Executive Director of UNICEF spoke of the child survival and development revolution and its ultimate goal - to have a world full of "bright, happy, alert, vibrant and joyful" children - and of those who were assembled, including members of the Executive Board, the National Committees and the secretariat staff, who had, in their individual ways, carefully and imaginatively crafted UNICEF as the world's champion for children. The Chairman of the Non-Governmental Organizations Committee for UNICEF stated that the most important thing to have been said was that the future was more important than the past and that what still had to be done remained more important than all that had been done; in other words, child action remained "an unfinished business".

### Awards and tributes

7. A special welcome was extended and awards were presented by the Chairman of the Board to three honoured guests (E/ICEF/1986/CRP.17/Rev.1): President Belisario Betancur of Colombia, Prince Talal Bin Abdul Aziz Al Saud, President of the Arab Gulf Programme for United Nations Development Organizations (AGFUND), and Mr. Hans Hoegh, Secretary-General of the League of Red Cross and Red Crescent Societies, who was the recipient of the 1986 Maurice Pate Memorial Award.

8. President Betancur received a special award for his outstanding efforts in the area of child survival. By mobilizing his country in a mass immunization campaign, he demonstrated the powerful capacity of social mobilization and set an example for the rest of the world to follow. The same mobilization techniques had been used in Colombia for literacy campaigns and basic services programmes, including health, child development and income-generating activities for women.

9. Prince Talal received a special award for his services to children as UNICEF Special Envoy from 1980 to 1984 and as the founder of AGFUND, which organized seven States in the Gulf region in support of development activities of the United Nations system. The Chairman of the Board read the resolution appointing Prince Talal as an honorary delegate to the UNICEF Executive Board which was adopted by the Board in 1985, on the proposal of the delegation of Bangladesh (E/ICEF/1985/CRP.42). In his statement, Prince Talal acknowledged that development was the priority concern of the third world and, as such, required increased international co-operation.

10. The 1986 Maurice Pate Memorial Award (E/ICEF/1986/P/L.25), established by the Executive Board at its 1966 session to honour and strengthen training efforts and to enhance the experience of people and organizations involved in activities benefiting children, was presented to the League of Red Cross and Red Crescent Societies. Mr. Hoegh accepted the award on behalf of the 137 national societies that constitute the League. As Mr. Hoegh explained, the League adopted the "Child Alive" programme in 1984 in an effort to help national societies develop programmes for diarrhoeal disease prevention and control in their countries through the promotion of breast-feeding, proper weaning and sanitary practices and wider use of oral rehydration therapy (ORT). In 1985, child immunization was incorporated into the programme.

11. The Executive Director paid a special tribute to Dr. Gabriele Wuelker, who retired as Chairperson of the National Committee for UNICEF of the Federal Republic of Germany at the end of 1985 after 15 years of service. He noted that Dr. Wuelker had been a staunch supporter of UNICEF, working tirelessly to stabilize the sales channels for UNICEF greeting cards and to maintain and increase the contribution of the Federal Republic of Germany to the organization. Because of her contribution to UNICEF, the Federal Republic of Germany Committee had appointed her an honorary member, on permanent attachment to the Committee.

### Programme matters

#### Child survival and development

12. The reduction of infant and child mortality by means of accelerated programmes of child immunization and the promotion of ORT, as described in the report of the Executive Director (E/ICEF/1986/2 and Corr.1) and the medium-term plan for the period 1985-1989 (E/ICEF/1986/3 and Corr.1), was widely supported (see paras. 81-85 and paras. 147-152 below). However, many delegations emphasized that these efforts must be incorporated into national health programmes and warned of the dangers of isolated actions.

13. Some delegations felt that there was a tendency in the Executive Director's report to over-emphasize the most visible activities, such as the expanded programme of immunization (EPI) and ORT, at the expense of other child survival and development issues, such as nutrition, breast-feeding, water supply and sanitation, education, women's projects and growth monitoring. Several delegations indicated that it was questionable whether the attractiveness to donors of such "crash" programmes could be sustained.

14. Virtually all delegations supported the view that universal child immunization by 1990 (UCI/1990), while ambitious, was necessary on the humanitarian level and profitable in the long term on the social level. However, some voiced concern about the ability of the field offices to carry out the integrated longer-term programming while simultaneously engaging in intense short-term, single-issue campaigns, which required significant resources that risked disrupting other services. A balance had to be achieved among priority activities, emergency assistance and the promotion of long-term development. Child survival and development activities had to be an integral part of primary health care (PHC) services.

15. A number of delegates felt that the EPI targets in some countries were unrealistic. In several countries, the lack of the local capacity to absorb

assistance was pointed out as a serious impediment to development efforts. UNICEF was urged to continue to set relevant and feasible global and regional goals and strategies, bearing in mind that each country should develop its priorities in light of its specific problems.

16. While welcoming co-operation between UNICEF and the World Health Organization (WHO) in the immunization campaigns, some delegations wanted to know how their responsibilities would be divided and to what extent WHO could participate in mobilizing the funds required for accelerated immunization efforts (see paras. 39-41 below).

17. The steady improvement in the quality of vaccines, the expansion of local vaccine production facilities and broadened efforts to improve cold chains to make them more self-sufficient were noted by several delegates.

#### Nutrition and food security

18. Nutrition was described as "a decisive element of child health". The need to reform food aid, to make it a tool of agricultural development while limiting its negative effects on national production, was noted. Several delegations agreed that while UNICEF immunization campaigns were fine initiatives, children weakened by malnutrition could not be effectively immunized against infectious disease.

19. It was felt that more attention should be paid to maternal nutrition, a major cause of high infant mortality rates, and information was requested on what UNICEF was doing in this area. The significant link between illness and malnutrition was underscored.

20. Many delegations supported long-term food strategies which, by increasing food production, maintaining fair exchange rates and ensuring regular supplies at reasonable rates, were regarded as essential for achieving food security.

21. It was pointed out that proper nutrition was the outcome of varied activities in health, child care, water supply and sanitation etc. Food distribution within the family - a neglected subject - was often an important nutrition issue. Even if a household had enough food, tradition might dictate that males got preference, so that women and children, especially girls, would rarely receive enough for their nutritional needs.

#### Water supply and sanitation

22. Many delegations agreed that the improvement of child health was impossible without an adequate supply of clean water and appropriate sanitation facilities. The significance of diarrhoea management in water programmes was also stressed. Some Board members reminded the session that the real cause of diarrhoeal diseases in developing countries was the widespread lack of clean water and stressed that health education in the proper use of water and sanitation measures was essential if health conditions were to improve.

23. Some delegations stated that local-level training was essential for the long-term maintenance of water supply and sanitation systems, and that women should be involved in water management (including pump maintenance) along with men.

24. Delegations pointed out that expenditures for water supply and sanitation had dropped to 21 per cent in 1985 as against 28 per cent in 1983 and 1984, while

expenditures in child health had risen steadily from 23 per cent in 1980 to 30 per cent in 1985 (see also paras. 56 and 58 below).

#### Essential drugs

25. Several Board members welcomed the news that UNICEF and WHO planned to issue a joint statement on acute respiratory infections (ARI), stressing the importance of essential drugs. They expressed concern about the lack of an effective diagnosis and treatment for ARI and inadequate information on the subject. Problems involving iron, iodine and vitamin A deficiencies were also cited.

26. Some delegations reported that the availability of essential drugs encouraged the use of services provided by health systems, and that such drugs were especially important for health centres in remote rural areas.

27. A number of Board members praised the efforts being made to reduce the price of essential drugs, especially through the shift to local production, which reduced cost and transport expenses and simplified service and maintenance.

#### Family planning

28. Several delegations emphasized the importance of the relationship between population and development. It was felt by many that UNICEF should play a larger role with regard to family planning, educating men as well as women. Family planning measures should be included in the provision of health services for infants and children, and it was felt that family planning could easily be combined with maternal and child health (MCH) services.

29. The view was expressed that a reduction in infant mortality would lead to lower birth rates. Healthy children born to healthy mothers would reduce the need for large families, thereby helping to solve the population problem.

#### Education and training

30. It was felt that in order to enable individuals in developing countries to help themselves, they must be educated. The problems of long-term development should be made known to a wider public.

31. Several delegations noted that child survival depended on the level of maternal education and knowledge, which enabled mothers to provide children with essential care, plan their families and understand the benefits of birth-spacing. Women who were better educated would take better care of themselves and their children. Improved education would make women more aware of their vital role in child development. Some delegations noted with satisfaction that the medium-term plan called for continued support to education for women. It was requested that education and training receive the same attention that had been given to reducing infant and child mortality.

32. Some delegations expressed their appreciation of UNICEF support in the fields of education, mass literacy and non-formal education. It was requested that in the context of child survival and development, the priorities should include attention to juvenile delinquency and to pre-school and primary education.

33. The training of health workers, especially at the country level, was cited by a number of delegations as a key element of PHC. The training of traditional birth attendants was seen to be of particular importance.

## Monitoring and evaluation

34. The intensification of monitoring and evaluation activities, mentioned in the Executive Director's report, was welcomed, but examples of the concrete results to which the report referred were requested. It was felt that evaluations should be an integral part of the formulation of every country programme. In addition, it was felt that evaluation activities should be expanded at both the country and regional levels. However, many delegations expressed the importance they attached to the evaluation of projects at all stages of execution, and they strongly encouraged UNICEF to strengthen its monitoring and evaluation capacity, as agreed at the 1985 Board session. Several delegations mentioned the importance of monitoring and evaluation for determining the long-term permanent impact of programmes, especially EPI.

35. Delegations requested reporting of the actual effects of activities, including the less positive results, in order to determine their value. It would then be possible to change, where necessary, the direction of programmes. Some delegations stated that they intended to pay closer attention to United Nations programmes in order to evaluate their effectiveness and efficiency before determining the extent to which programmes should be supported.

36. It would be useful for co-operating agencies to participate in evaluations of projects executed in conjunction with UNICEF. Some delegations warned that rapid appraisals could not substitute for in-depth evaluations. Others requested that evaluation activities, such as the joint evaluation by the Government of the Netherlands and UNICEF on an income-generation project for rural women in Nepal, should be expanded and strengthened.

37. It was noted that no evaluation studies had been carried out in the Caribbean region in 1985 in the areas of nutrition, planning, activities for women and community-based activities. It was requested that more detailed information be included in the report of the Executive Director on the monitoring of results of activities related to women in UNICEF. A clear evaluation of cost-effectiveness was also essential (see paras. 145-146 below).

## Inter-agency co-operation

38. In his statement to the Executive Board, the representative of the United Nations Educational, Scientific and Cultural Organization (UNESCO) detailed the many important projects and areas of collaboration with UNICEF, such as early childhood education, basic and non-formal education, literacy, health and nutrition education and the education of women and girls. This continuing co-operation was particularly significant given the current budgetary constraints.

39. The representative of WHO emphasized the continued, important co-operation with UNICEF, which had existed for almost 40 years. The joint policy statement on the management of diarrhoeal diseases, issued in 1983, had been followed by similar statements on the planning of immunizations programmes, management of ART in children, early treatment and prevention of malaria and maternal care in order to reduce perinatal mortality. A major joint policy paper was being prepared for the next meeting of the WHO/UNICEF Joint Committee on Health Policy. It was hoped that current discussions regarding the financial crisis in the United Nations system would highlight how the mandates and activities of WHO and UNICEF could become more complementary.

40. The multidimensional nature of problems related to children had to be borne in mind. Therefore, problems had to be dealt with in the broadest context of socio-economic development, which meant that UNICEF and the relevant agencies involved would have to co-ordinate their activities. Several delegations welcomed the efforts already undertaken but believed that much remained to be done, particularly with regards to field operations.

41. Where activities overlapped, it was requested that duplication be avoided. The role of UNICEF should not become blurred, however, with that of other agencies, since that could lead to a loss of effectiveness. Some delegations suggested that the resident co-ordinator should be more involved in improving co-operation at the field level. It was also requested that the division of labour between UNICEF and WHO be outlined.

42. Some delegations noted the seriously high birth rate in Africa - the highest of any region - and urged greater collaboration with the United Nations Fund for Population Activities (UNFPA) in efforts to reduce it.

43. Delegations commended UNICEF on improved co-ordination and co-operation with other donors in Africa, especially within the framework of the United Nations Office for Emergency Operations in Africa (OEOA), and urged more co-operation with bilateral agencies in order to improve the complementarity of inputs.

44. In some areas, such as the elimination of the exploitation of child labour, it was suggested that several organizations, including the International Labour Organisation (ILO), should assume responsibility for the problems within their field of competence. With regard to exploited or abused children, UNICEF should work closely with individual Governments. In the case of refugee children and children in situations of armed conflict, UNICEF should work with other responsible agencies such as the International Committee of the Red Cross (ICRC), the Office of the United Nations High Commission for Refugees (UNHCR) and WHO.

45. The role of the UNICEF Procurement and Assembly Centre in Copenhagen (UNIPAC) in providing supplies to other organizations, such as WHO and various bilateral and multilateral organizations, should be examined.

#### Technical co-operation among developing countries

46. It was requested that UNICEF foster the exchange between countries of information and data on experience gained, particularly between countries in the same region having similar problems. Furthermore, the Planning Unit established at headquarters should work in close co-operation with the regional offices in order to ensure that such experience was utilized in a manner relevant to the particular needs of the regions served by each office.

47. Delegations stated that they were prepared to share with other countries in their region experience acquired in the field of maternal and child care. UNICEF should assist in this exchange of technical co-operation and human resources development, perhaps more than it does in granting funds or providing material assistance. Vaccine production was suggested for this type of activity.

#### Documentation

48. Although some delegations felt that there was still room for improvement with regard to timeliness, data, and the objectives and description of activities being

carried out, many delegations expressed satisfaction with the documentation presented to the Board. In particular, it was recognized that the medium-term plan reflected greater clarity in describing programme priorities. They stated that there had been a marked improvement in the distribution of documents, which meant that there was time to study them more thoroughly. However, it was noted that the issuance of some documents, particularly in French, suffered some delay.

49. The recommendations concerning country programmes were very helpful, but the documents could be improved by the selective use of tables, diagrams and graphics. One delegation felt, however, that the respective roles of UNICEF and other co-operating agencies in sectors where activities overlapped were not defined.

50. It was felt that neither the reports of the regional directors nor that of the Executive Director adequately illustrated the respective proportion of UNICEF and governmental input in programme implementation. The view was expressed that there had been some discrepancy between the analysis given in UNICEF reports and the manner in which programmes had been carried out in some countries.

51. Some delegations expressed surprise that documents, notably the Executive Director's report submitted at the current session, did not devote greater attention to the role of women in development. Others felt that only one third of the new projects and programmes before the Board were presented in a structured and detailed manner (additional operations, emergency programmes and special projects such as EPI). Too often, documentation did not give the Board a clear idea of the content of programmes or how they related to country programmes or other special projects.

52. It was suggested that the Executive Director should include in his future reports more information on programme execution and priority selection in the various parts of the world. It was also requested that the use of acronyms be curtailed and that a list of the acronyms used and their meaning should be provided at the end of each document.

53. Some delegations expressed dissatisfaction with some of the specific examples of exploitation given in the policy documents on children in especially difficult circumstances. Certain delegations declared that the entire problem of "children in especially difficult circumstances" was "a sensitive matter", since there was a lack of reliable statistical data and the information was sometimes distorted.

54. A few delegations expressed concern that there was an imbalance in the documents submitted for the policy review and urged the UNICEF secretariat to ensure that such documents were unbiased and free of value judgements. Another delegate explained that, although the documents prepared by the secretariat on children in especially difficult circumstances were quite complete, some paragraphs were abstract and did not explain the causes of certain relevant negative trends. It was also felt that there was considerable repetition in the documents relating to children in especially difficult circumstances (see paras. 130, 145, 155, 163-164 and 166 below).

#### Financial and administrative matters

55. In addition to general comments on financial and administrative matters, delegations were invited to comment on the programme objectives and the resources needed to achieve them, as contained in the medium-term plan for the period

1985-1989 (E/ICEF/1986/3) (see also paras. 80-85 below). However, the relevant recommendations were considered by the Programme Committee (see paras. 147-152 and chap. VI, decision 1986/3), and the Committee on Administration and Finance considered the financial plan and recommendations proposed in relation to it (paras. 171-177 below and chap. VI, decision 1986/6).

#### Programme expenditure

56. Several delegations expressed concern that, while attention was focused on child survival and development activities, which accounted for one third of total UNICEF expenditure, expenditures in the field of water supply and sanitation had dropped (see para. 24 above and para. 58 below).

57. It was also noted that UNICEF expenditures on women's programmes had decreased in recent years while the need for additional funding had increased (see para. 159 below). Mention was also made of the fact that only 6 per cent of resources were devoted to the important area of nutrition.

58. The secretariat responded that the trends in programme expenditure were not only a result of expanded immunization and ORT programmes but were also due to increases in programmes in essential drugs, more training activities in PHC and a shift in accounting practices, which transferred growth monitoring expenditures from nutrition to health. The drop in expenditures for water supply and sanitation were due to the termination of the Lebanon programme and under-implementation in Bangladesh and Ethiopia, but emergency expenditure had increased from 7 per cent to 13 per cent. Some of the variations were due to fluctuations in the receipt of "noted" funds.

59. Several delegations noted that the uncertainty about cash flows had forced UNICEF to plan its expenditures on the basis of zero growth in real terms while several factors, including the financial crisis within the United Nations system, the structure of the present international economic system and the extremely critical economic situation in Africa, had created a need for UNICEF to expand its delivery capacity. Therefore, UNICEF had to rationalize its expenditures and direct the bulk of its resources to programme implementation (see paras. 166-177 below).

#### Budget considerations

60. Several delegations expressed concern about the present world economic crisis and its impact on the size of financial contributions to the United Nations system in general, and to UNICEF in particular. At a time when the problems of women and children had not yet significantly diminished, UNICEF was being obliged to reduce its budget, and it was hoped that that would not adversely affect the work of the organization. Several Board members felt that such a result could be avoided if UNICEF improved its efficiency by reserving scarce resources for clearly enunciated and sharpened programme priorities. That would include efforts to increase community participation so that more communities would assume greater responsibility for improving their own welfare.

61. The lack of clarity regarding the administrative budget was mentioned by some delegations. In its current form, little correlation was seen among the various programme components, the administrative budget and the staff complement. In addition, funding sources for the administration of all programme components were not clearly identified. It was stressed that decisions reflecting the use of core

contributions must reflect Executive Board priorities. Clarification was also needed of the relationship between "noted" projects and original multiyear country budgets and/or previous requests for supplementary funds, taking into account the fact that the number of special budgets (for EPI, supplementary funds and major emergencies) exceeded the core programme budget.

62. One delegation felt that it was unfortunate that general resources had declined while direct contributions from countries for specific projects had increased, and suggested that all resources should be pooled so that programmes for children could be implemented in an equitable manner. Delegations generally agreed that all donor countries should be urged to maintain or, if possible, increase their contributions to general resources so as to ensure that UNICEF had a stable and expanding financial base on which to sustain its activities.

63. With regard to supplementary funding, one delegation agreed that new approaches were needed in order to improve the complementarity between general resources and supplementary funds so that financial support for combined programme priorities could reach optimum levels. The importance of the provision that existing agreements and commitments should not be affected by newly proposed procedures on charges for supplementary-funded projects was noted. It was felt that supplementary funding should be viewed in the light of the need for flexibility (see paras. 186-196 below).

#### Staffing

64. Delegations welcomed UNICEF efforts to control the expansion of staff at headquarters and were encouraged to note that the proportion of staff serving in the field had risen to 83 per cent. In addition, with regard to recruitment, UNICEF was requested to follow the lines of the budgetary savings sought by the United Nations. The secretariat reported that there would be an overall reduction in core staff at headquarters. One delegation commented that that effort was commendable, provided that the reduction was not accompanied by an increase in temporary staff and consultants and requested that there would be complete openness regarding the composition and functions of the staff. The importance of having UNICEF remain an effective, field-oriented organization with modest overhead costs was stressed, and one delegation cautioned that the increase in staff in the region should not overtake programme expansion.

65. The work performed by the field staff, who assumed much of the technical and administrative responsibility for country programming, was commended by many delegations. One delegation stated that the cause of UNICEF would not be promoted if programmes lacked administrative project support. Accordingly, it was hoped that UNICEF would continue to fulfil its functions not only in selecting and training capable staff but also in supporting the activities of its field staff so as to ensure more effective programming.

66. The view was also expressed that UNICEF should increase the use of national personnel in each country, which would result in a more efficient use of resources while also stimulating progress towards self-reliance.

67. It was noted with satisfaction that UNICEF had increased the percentage of women occupying International Professional posts (from 24 per cent in 1985 to 27 per cent in 1986) as well as National Professional posts (from 28 per cent to 30 per cent in the same period), and it was felt that the organization would reach its target of 33 per cent of senior posts being occupied by women before 1990. The

importance of achieving a more adequate balance in the representation of nationalities among staff at headquarters and in the field was also emphasized (see paras. 197-203 below).

#### UNICEF House

68. It was felt by delegations that efforts should have been made from the outset to present a relocation plan that would have entailed as little expenditure as possible, because an ostentatious UNICEF House would damage the image of the organization. As far as possible, the limited resources available to UNICEF should be used for programmes in the field. However, others expressed their understanding of the problems faced in establishing the new UNICEF office in New York, given the financial limitations faced by the organization (see paras. 204-208 below and chap. VI, decision 1986/10).

#### Greeting Card Operation

69. In general, concern was expressed regarding the continued drop in income of the Greeting Card Operation (GCO). It was asked whether the income projections for 1986 were in fact realistic. It was noted, however, that because of an increase in sales and a favourable trend in exchange rates, GCO seemed, based on the provisional figures for 1985, to have regained momentum and profitability.

70. Greeting cards continued to be an important aspect of the work of the National Committees. However, if GCO was to achieve 50 per cent profitability by 1988, the National Committees would have to bring their costs down to 25 per cent of revenue and GCO itself would have to reduce its costs to the same degree.

71. Most delegations found it encouraging that GCO was assuming increasing responsibilities in the areas of promotion and fund-raising by direct mail (see paras. 218-231 below and chap. VI, decision 1986/11).

#### Adjustment with a human face

72. It was felt that the breadth of its mandate gave UNICEF a unique role to play in the discussion of "adjustment with a human face". Women and children were far too often the most seriously affected by stabilization and adjustment measures. UNICEF must work, therefore, to minimize the effects of the economic crisis.

73. Because the global economic situation would have an adverse impact on UNICEF and on the United Nations system as a whole UNICEF was urged to redouble its efforts by giving priority to the neediest. In a time of economic uncertainty, flexibility and a clear set of priorities were indispensable. The bulk of expenditures must go to programmes.

74. Mention was made that one positive result of the current crisis in Africa was the unprecedented movement of solidarity which had given rise to fruitful co-operation among Governments, non-governmental organizations (NGOs) and individuals.

75. It was noted that the Executive Board was meeting at a time of recession, which had had a particularly severe impact on the economies of the developing countries, characterized by low or negative growth rates, balance-of-payment difficulties and unemployment and which had resulted in cuts in social development programmes. UNICEF had the capacity to evolve and implement valuable programmes.

and, therefore, the international community should provide it with the financial support necessary to continue its work. It was suggested, however, that resources allocated to programmes must be spent more prudently. Some delegations felt that regional directors needed to ensure that all funds allocated were spent without abandoning programme elements.

76. The development efforts of UNICEF had, nevertheless, been successful, and that was why support for UCI/1990 had to be continued. UNICEF had an obligation to contribute to the implementation of General Assembly resolution 40/173 on international economic security in order to guarantee respect for the rights of the child.

77. It was pointed out that for the first time in history UNICEF was facing a financial crisis obliging it to reduce its budget. However, it was felt that too large a reduction might affect its work in the countries that needed it most. Programme delivery capacity could be expanded only through an increase in voluntary contributions from Member States and improved management and efficiency within the organization itself. The burden of adjustment should be shared fairly by developed and developing countries alike.

78. Some delegations expressed the belief that the economic crisis was due in part to colonialist exploitation and the activities of international banks and monopolies. Developing countries had suffered the consequences of the international economic crisis, which induced them to accept international bank loans on burdensome terms. In order for economic co-operation to become a reality, it was necessary for the North/South dialogue to be stepped up.

79. In addition, great concern was also expressed regarding the arms race, to which a large number of developing countries devoted considerable resources. It was essential to promote international peace and security and to reallocate to development the vast resources currently being spent on armaments. In particular, the elimination of nuclear weapons was considered central.

#### Medium-term plan for the period 1985-1989

80. As mentioned above (see para. 55 above), the relevant recommendations relating to the medium-term plan for the period 1985-1989 (E/ICEF/1986/3) were discussed in both the Programme Committee (see paras. 147-152 below and chap. VI, decision 1986/3) and the Committee on Administration and Finance (see paras. 171-177 below and chap. VI, decision 1986/6).

#### Programme objectives and priorities

81. The majority of the Board members voiced strong support for the goal of reducing infant and child mortality as the primary concern of UNICEF during the medium-term plan period. To achieve that goal, Board members noted with satisfaction that the major programme thrusts would be placed on accelerating child immunization in order to reach the goal of UCI/1990, accelerating the use of ORT, the promotion and protection of breast-feeding and sound weaning practices, increased use of growth monitoring and the control of malaria in children and pregnant women.

82. In addition, continuous UNICEF support to basic education, including literacy, especially for women, was welcomed by many delegations which expressed the view

that education for women was probably the single most important factor in improving the survival and well-being of children. The importance of according more attention to developmental priorities for women rather than to welfare programmes was stressed.

83. Some delegations remarked that the programme thrusts of the medium-term plan could be effective and sustainable only if they were undertaken within the context of strengthening PHC and basic services. In addition, Governments would have to incorporate the priority activities into their national health programmes. UNICEF was commended for its efforts to gain the support of political leaders and for its role in advocating and supporting social mobilization, and was urged to encourage efforts in that area so as to ensure that child survival and development could be broadened along the lines proposed in the medium-term plan.

84. Several delegations noted with satisfaction that the choice of priorities was based on country-specific criteria. However, UNICEF was urged to maintain a balance between priority activities, emergency assistance and the promotion of long-term development and to seek global and regional goals along with country-specific priorities.

85. Although the process of identifying goals and priorities through the formulation of a medium-term plan was encouraging, and while the concrete information provided on infant and child mortality reduction was welcomed, several delegations commented that there seemed to be no corresponding systematic presentation for other fields of activity, especially basic services. It was suggested that opportunities for evaluating successes against both the established goals and adherence to programme priorities should be expanded.

#### Planning of UNICEF capacity

86. UNICEF was commended for the special efforts undertaken in 1985 to strengthen management and improve organizational effectiveness through the establishment of a Planning Unit. Several delegations noted with satisfaction that an intensive and self-critical internal study of the strengths and weaknesses of the flow of management information within UNICEF had been undertaken, which resulted in the administration's taking positive steps to increase programme development capabilities. It was felt that efforts made to improve the quality of the country-based situation analysis, the heart of the country programming approach, would go a long way towards strengthening national efforts.

#### Financial plan for 1986-1989

87. Although many delegations commended measures taken by UNICEF to adjust the growth in resources and expenditures to a more realistic level of 5 per cent, concern was expressed about the shortfall in general resources income for 1985 and the slim margin between projected general resources income and expenditure. It was felt that every effort should be made to increase general resources income to meet the targets of the medium-term plan.

88. One delegation stressed the importance of effective programme delivery and expressed satisfaction with the "rolling basis" method adopted for the annual revision of the financial plan which allowed for corrections to be made in the annual phasing of expenditure and which determined the level of commitments to be prepared for the following years. On the other hand, several other delegations urged UNICEF to take a more cautious approach with respect to budget estimates and to prepare an income contingency plan should there be any sharp drop in income.

## External relations

### Information

89. Several delegations stressed the need for greater social mobilization efforts in order to make communities aware of health and other development problems. They praised the role of the media and other information channels in successful immunization campaigns.
90. Maintaining the public image of UNICEF as "a lean organization" that trimmed administrative costs and spent the maximal amount in actual field programmes was a primary objective of information efforts.
91. A number of delegations discussed UNICEF programme communications efforts, several of them raising concern about its sustainability. The demand for child services, stimulated and articulated by families and motivated through programme communications, was building the foundation for a "demand" infrastructure which would enable PHC to become a permanent, sustainable and continuous process. The heightened sensitization of the community made other social interventions and programmes, such as family spacing much more readily acceptable.
92. UNICEF was praised for the involvement of heads of State and other prominent leaders in child survival and development activities, which was helping to bring child health issues to higher arenas of public awareness, concern and action. The alliance with the media, church groups, trade unions etc. was also lauded. Such linkage helped to generate the political will required to ensure the success of national immunization campaigns and other child health activities.
93. Several delegations noted with satisfaction the strengthened links with the information media, which were resulting in many more conscientious and well-informed journalists taking up the cause of children. Training programmes for journalists and non-media communicators in developing countries had already begun to win new allies for child survival and development.
94. Delegates praised UNICEF for pursuing its policy of co-operation with the print and audio-visual media. The UNICEF publications, The State of the World's Children, 1986 and Within Human Reach: A Future for Africa's Children, had been publicized by a greater number of newspapers and radio stations than ever before, in a display of journalistic interest unprecedented in the history of United Nations documentation. The outstanding response was thought to be due primarily to the fact that the publications dealt with human reality rather than intellectual abstractions.
95. In 1985, an electronic information network, including an electronic mail service, a bulletin board and a full-text data base, was set up to facilitate exchanges of information.
96. Another factor contributing to the success of UNICEF was the visibility of its programmes, whose results have been widely noted, thanks to information media coverage. The success of events organized to help Africa was evidence of the extensive public support. It was suggested that greater use should be made of UNICEF's access to sources of information about the needs of children in order to obtain wider public support for development activities and to enhance the prestige of the entire United Nations system.

## National Committees for UNICEF

97. The work of the National Committees for UNICEF was considered excellent, and they were commended for their innovative spirit. It was felt that the success of the Committees reflected the good public image of UNICEF, and the Committees had an important role in shaping that image. The Committees were also commended for their work following the devastating earthquakes in Mexico.

98. It was noted, however, that certain National Committees were continuing to take sales commissions in excess of 40 per cent of proceeds, and that the 25 per cent margin usually allowed was considered already too high.

99. In a statement to the Executive Board, the Chairman of the Standing Group of National Committees for UNICEF reported on their increased efforts during the 1984-1985 period, necessitated by the crisis in Africa. National Committees had increased their contribution from \$44 million in 1984 to \$66 million in 1985, representing 17.6 per cent of the total UNICEF income, as compared to 12.9 per cent the previous year. He stated that because of the prospective financial constraints, those figures emphasized the very important role of National Committees in the years to come.

100. It was suggested that the task of the National Committees would be greatly facilitated if they had more advanced information regarding UNICEF strategies and plans.

## Non-governmental organizations

101. For the first time on 16 April 1986, the NGO Forum met in joint session with the Executive Board. As noted by the Chairman of the Board, it presented an opportunity for all participants to reflect on the common global vision that united them - a better work for all children. The President of the NGO Committee for UNICEF stated that the NGO Forums had made important contributions to UNICEF by focusing attention on problems or new situations. With the theme "Action for children: unfinished business", the NGO Forum requested UNICEF support for "Childhope", a new organization for street children. UNICEF was also asked to take a strong position on the elimination of extreme exploitation, bonded child labour, slavery, sexual exploitation and abuse and other illegal activities affecting children in especially difficult circumstances. The extension of children as a "zone of peace" to foster the rights of children in armed conflicts was also recommended at the NGO Forum (see paras. 110-123 below). Delegations welcomed the support given by NGOs to UNICEF in the drafting of a convention on the rights of the child and urged UNICEF to speed up work in that connection (see para. 256 below and chap. VI, decision 1986/21).

102. In most societies, where the Government is responsible for assisting children, many activities on their behalf could be undertaken by NGOs, whose independence and flexibility allowed them to concentrate their operations and limit their scope to specific fields and programmes and to respond more readily to problems of mothers and children. Great importance was attached to the role of NGOs because they were closer to populations and in a better position to recognize their needs. In addition, NGOs were able to better monitor activities and gather information.

103. Some delegations suggested that NGOs could make an important contribution to the problem of children in especially difficult circumstances by helping to educate the general public on the various aspects of that issue. It was pointed out that

because of their experimental and innovative nature and independence, NGOs were able to play an essential role in the successful projects for street children in the Latin America region.

104. UNICEF was requested to draw upon the experience of NGOs working for the socio-economic empowerment of poor families and to help mobilize greater support from men for MCH programmes.

105. The Board requested the Executive Director to transmit the report of the 1986 NGO Forum report to the ILO Governing Council and encouraged the NGO Committee on UNICEF to organize similar NGO Forums in the future at the time of Board sessions.

#### International Year of Peace

106. It was noted that the Nobel Peace Prize conferred a special responsibility on UNICEF in so far as observance of the International Year of Peace (IYP) was concerned, for children's enjoyment of their rights could be guaranteed only through the attainment of peace and disarmament. It was significant that IYP coincided with the fortieth anniversary of UNICEF, since peace and the fate of children were inextricably linked. The United Nations initiative in launching IYP and promoting other activities to strengthen international co-operation and development was warmly welcomed. Several delegations emphasized the importance of disarmament, which would release vast resources that could be used for the progress of mankind. Unfortunately, during the Year, it was noted that armed conflict existed in 40 countries with which UNICEF co-operates.

#### Policy review

107. The Board requested that both the expanded activities in Africa and the question of women in development should be discussed in the Programme Committee. The discussions can be found in paragraphs 125-138 and paragraphs 153-162 below, respectively.

#### Children in especially difficult circumstances

108. Many delegations suggested that UNICEF should concentrate its efforts primarily on advocacy of programmes for children in especially difficult circumstances, leaving the implementation to Governments and voluntary agencies. Such advocacy, in accordance with its mandate, and carried out within the United Nations system, would give UNICEF a pivotal role in such assistance efforts.

109. It was pointed out that the current financial situation of UNICEF precluded undertaking any large programmes for street children. Some delegations were pleased to see that UNICEF had chosen not to launch a new programming thrust for those children but rather to build gradually on the success of existing programmes.

110. Several Board members advised UNICEF to expand on its experience with street children (especially in Latin America) to achieve a more effective programme of co-operation with Governments and NGOs. Existing projects for street children formed a solid base on which to establish advocacy, information exchange systems and capacity-building within the concerned countries. Approaches to problems at the national level had to come from organizations in the countries concerned. UNICEF should serve as a catalyst, providing professionals, NGOs and voluntary agencies involved in child care with the basic information required in order to support programme and fund-raising activities.

111. It was noted that while the report on the subject could not in itself break the cycle of violence and economic exploitation in which many children were caught it did provide a warning to the international community of the enormous potential social cost of such a situation.

112. Given the variety of problems faced by different countries and the differing levels of awareness, UNICEF should assist them in analyses of the situation. NGOs could help by educating the general public on the important issues.

113. The Board emphasized that the drafting of a convention on the rights of the child should be concluded without further delay and requested UNICEF to participate in the drafting, as appropriate. Board members were encouraged to help drafters reach an early conclusion, and the Executive Director was requested to keep the Board informed of progress. However, it was felt that drafting the convention was primarily a task for Governments and other bodies (see para. 256 below and chap. VI, decision 1986/21).

114. With regard to assistance for children in armed conflicts, some delegations felt that UNICEF should assist children on all sides of conflicts, since for 40 years, the strict application of that principle had given UNICEF its credibility as a neutral, non-political and humanitarian organization. Others believed that the aid should be given only with the clearly expressed approval of the Government. It was suggested that "soldier kids" - children pressed into military service - be properly rehabilitated in special schools for that purpose.

115. It was noted that UNICEF could bring relief to children trapped in armed conflicts by applying the concept of children as a "zone of peace" in such troubled areas. It was essential for UNICEF to continue such efforts because it was the only agency that had the respect of and access to all combatants.

116. Some delegates felt that the situation of exploited or abused children could be improved only through close co-operation with the individual Governments. With regard to refugee children and children in armed conflicts, UNICEF should work closely with other responsible agencies, such as ICRC, UNHCR and WHO.

117. The Board was reminded that the work of UNICEF with regard to street children was a consequence of activities undertaken during the International Year of the Child, in which UNICEF served as lead agency.

118. Several Board members suggested that a policy review of children in especially difficult circumstances should be an annual feature of Board discussions.

119. It was suggested that the documents should have reflected the hereditary aspects of child battering and alcoholism. It was further suggested that greater stress should be placed on the rehabilitation of children after their removal from "difficult circumstances".

120. It was felt that the problem of street children could not be solved by removing them from their environment. Therefore, UNICEF and NGOs were implementing projects in which children remained in their own environment, where they were accepted and given responsibilities vis-à-vis other children, younger or weaker than they, which gave meaning to their lives while allowing them to retain self-respect.

121. UNICEF should operate as a co-ordinating centre within the United Nations system for information concerning children. UNICEF could help further by supporting the creation of "corridors of peace" in El Salvador, Lebanon and Uganda. Such "corridors" were established originally within regular UNICEF immunization, water supply and medical supply programmes.

122. Some Board members suggested that it was necessary to deal with the education of the family, to make provision for the participation of rural and urban communities, to extend community development and urban planning programmes and to improve information.

123. It was felt that more emphasis should be placed on the training of personnel. There was also a need to increase co-operation among participants, in particular public and private institutions, NGOs, and governmental and international organizations, as part of the additional measures which would lead to self-sufficiency (see para. 103 above and chap. VI, decision 1986/12).

### III. QUESTIONS CONSIDERED BY THE PROGRAMME COMMITTEE

124. The Programme Committee reviewed a total of 65 programme proposals, including regional and interregional proposals, as contained in the summary of 1986 programme submissions and estimates of future programme expenditures (E/ICEF/1986/P/L.1).

#### Expanded UNICEF activities in Africa

125. As mentioned in paragraphs 5 and 107 above, it was agreed that UNICEF's expanded activities in Africa would be discussed in the Programme Committee. Interventions made during the general debate are also included here.

126. While endorsing the Executive Director's April 1986 emergency appeal for \$102 million for 16 drought-affected countries in Africa, the Board requested that such appeals in the future should be submitted to the Board for discussion and review. It was agreed that the drought-stricken countries of Africa would continue to need the help of the international community as they struggled to cope with natural disasters, political unrest, the depopulation of rural areas and the serious effects of the world economic crisis.

127. Many delegations expressed support for the efforts that went beyond emergency relief to improve food production, basic health services and water supply and sanitation in Africa's drought areas. Africans must be helped to help themselves - especially in the areas of PHC, food production and water systems - with "African solutions to African problems". Delegations felt that UNICEF should not lose sight of the major efforts made by Governments and the people of the stricken countries themselves, who had mobilized their human and material resources to improve the situation. In view of their historical background and their current crisis, the primary interest of African countries lies in developing their own economies so as to emerge from underdevelopment as soon as possible.

128. The General Assembly, at its special session for Africa in May 1986, was called upon by the Executive Board to support policies and programmes for the development of Africa's human resources, including the needs of children and mothers in overall development objectives and plans. The Board urged the General Assembly to help African States achieve the global objectives of "Health for all by the year 2000" and UCI/1990. Within its mandate, UNICEF should make the necessary effort, in collaboration with the United Nations system and NGOs, to implement relevant recommendations made at the special General Assembly session.

129. Several Board members noted with satisfaction that the activities of UNICEF in Africa had accounted for 38 per cent of programme expenditures in 1985 and that the staff capacity of UNICEF had increased by 40 per cent in the eastern and southern Africa regions and by 50 per cent in the western and central Africa regions. Once drought difficulties were overcome, the proportion of international assistance devoted to long-term development would increase. That assistance should enable African countries to achieve self-reliance more rapidly.

130. Many delegates expressed appreciation of the improved quality of documentation regarding Africa and the usefulness of the programme presentations made during the Programme Committee deliberations. (Two in-depth country programme presentations - for Nigeria and the United Republic of Tanzania - were given in order to provide the Board with a more detailed account of how programmes are conceived and carried out.) (See paras. 48-54 above.)

131. In addition to the support expressed for higher expenditure levels, improved programming and strengthened capacity, there was enthusiastic approval for social mobilization, women's income-generating activities and improved food production. However, there was some concern expressed regarding insufficient involvement on the part of UNICEF in education and social services, including birth-spacing.

132. Numerous delegations commended UNICEF on improved co-ordination and co-operation with other donors, especially within the framework of OEOA, and urged more programmatic co-operation with bilateral agencies, in order to improve the complementarity of inputs. UNICEF was commended for increased attention to meeting urgent non-food needs in drought-affected countries, but information regarding the impact and effectiveness of such aid was requested. While emergency interventions were supported, the need to integrate them with longer-term development goals, including stronger linkages with the economic base, was stressed.

133. Several delegations mentioned the importance of management training for Africans (EPI and other health campaigns), since the limited management capacity of most African countries seriously hampered their ability to absorb external assistance. It was felt that such weaknesses threatened the sustainability of EPI and even the feasibility of UCI/1990 in some countries. Therefore, it was important to integrate EPI and UCI into a solid PHC infrastructure. Several Board members drew attention to the need not merely to provide ad hoc emergency assistance but also to evolve strategies for preventing emergencies. It was, therefore, important to strengthen the national capacity of the countries involved.

134. The question of how to convince the public of the need for long-term development of human resources in Africa was addressed. The generous response in several countries demonstrated the public's willingness to help the developing world, but more information was needed about long-term development once the immediate problem of famine was solved.

135. It was noted that as of March 1986, only 67 per cent of the funds received in response to the UNICEF Africa appeal had been committed. The ability of UNICEF to programme effectively the \$102 million sought in the 1986 appeal was, therefore, open to question. Furthermore, while a high level of support for Africa was needed, several delegations expressed the view that an appropriate balance should be struck in overall programme expenditure so as to ensure that one region did not benefit at the expense of another.

136. It was felt by several delegations that the current emergency in Africa was the result not of exceptional circumstances but of a long-term crisis of poverty and underdevelopment. In most cases, the failure of development programmes was due to the fact that human factors had not been sufficiently taken into account.

137. Several delegations observed that the improvement in the rainfall situation in the Sahel could not wipe out the consequences of 10 years of desertification - famine, population movements and the destruction of the means of production. Figures regarding food shortages did not give any idea of the effects of drought, particularly in the field of health.

138. Some Board members lauded the fact that Africa's infant and child mortality had declined, despite conflicts and emergencies. Yet, the overall figures concealed regional differences and it was generally known that in Africa, absolute infant and child mortality figures had, in fact, increased in the past two decades. They felt, therefore, that the Executive Director had good reason to

stress child survival and development activities and the important results achieved by UNICEF in that area in his report. To demonstrate their determination to undertake EPI activities, African States in WHO had declared 1986 "Immunization Year".

#### Latin America and the Caribbean

139. With regard to Latin America and the Caribbean, many delegations noted the grave social impact of adjustment measures on the quality of life of the poorest and most vulnerable, and expressed appreciation for the attention being given to that subject. Successful social mobilization efforts, with population participation, to improve health services were also commended. Although the regional programme on women in development was commended and endorsed, it was felt that the programme could be improved by more coherence in the formulation of strategy. The Committee noted the high proportion of "noted" projects in the region, but expressed the view that that was inevitable because the region was in a higher-income group and consequently received lower general resources allocations.

140. A proposal sponsored by seven member countries of the region and recommended by the Programme Committee, as adopted by the Executive Board, appears in chapter VI, decision 1986/19.

#### Asia and the Pacific

141. For Asia, the improved presentation of programme documents was noted, although suggestions were made for their standardization. Noting that many countries in the region exhibited high population growth rates, it was urged that birth-spacing should become an element in country programmes. Noting the prevalence of maternal and child malnutrition, several delegations urged that increased attention should be given to nutrition education, more equitable distribution of food and reversing the decline in breast-feeding. The significance of sanitation and diarrhoea management in water supply programmes was further stressed by delegations.

#### Middle East and North Africa

142. With regard to the Middle East and North Africa, many delegations commended efforts being made to accelerate child immunization and to improve data bases and situation analyses. While the efforts made on UCI were appreciated, it was felt that the broad issues of maternal and child nutrition should also be addressed. The UCI monitoring matrix developed for the region was found to be a useful tool, and the Committee expressed its concern that the targets indicated for some countries might be too ambitious. The need for birth-spacing in countries with high population growth rates was also stressed.

#### "Noted" projects

143. The Programme Committee recommended that in the future, requests to the Board to "note" projects to be funded from specific-purpose contributions should include information linking those projects to the relevant country programmes.

## Interregional projects

144. The Programme Committee noted the report on the use of global funds (E/ICEF/1986/CRP.5 and Corr.1) and the interregional proposals to replenish the special funding component of the Infant Mortality Reduction (IMR) Reserve (E/ICEF/1986/P/L.27).

## Evaluation

145. Many delegations noted the need for evaluation not only of effectiveness but also, wherever possible, of the impact of programmes and projects and of the use of evaluation. The Committee further noted that UNICEF had, in fact, implemented the Board's conclusions on the review of evaluation in 1984, which included systems development, the establishment of monitoring systems, increases in evaluations and their use, joint evaluations with donors, training through workshops and field manuals etc. It was felt, however, that evaluative work needed to be more adequately reported in the future, including a listing of evaluations undertaken and their use, wherever possible, through the Executive Director's report, with an appendix listing the evaluations undertaken during the year (see paras. 34-37 and 48-54 above).

146. The recommendation of the Programme Committee, as adopted by the Executive Board, appears in chapter VI, decision 1986/2.

## Medium-term plan: programme objectives and priorities

147. Comments on the medium-term plan for the period 1985-1989 (E/ICEF/1986/3) were expressed during both the general debate and the meetings of the Programme Committee (see paras. 80-88 above).

148. Many delegations expressed broad support for the programme thrusts as formulated in the medium-term plan, and the reduction of infant and child mortality was reaffirmed as the major programme thrust during the period. Many delegations also expressed the view that child development should receive the same emphasis as child survival and that the reduction of infant and child mortality should be implemented within the context of strengthening basic services.

149. The following were stressed as necessary for putting UCI/1990 into operation:

- (a) A mix of campaigns and infrastructure-building for future sustainability;
- (b) More co-ordination between donors for strengthened fund-raising, programme support, public information and regular reporting;
- (c) Attention to management training and recurrent costs.

In view of the objectives to be achieved, a need for balance in programmes was expressed by the Committee. However, it was recognized that some bulge in expenditure on UCI and ORT would be likely in the next three to four years because of the special efforts required and the special support provided by some donor agencies.

150. Several delegations stated that in view of the high population growth rates in many developing countries, UNICEF should take a more active role with UPFPA and other partners in the field of birth-spacing in the context of MCH. One delegation felt, however, that the population concern should not receive the highest priority because there were other agencies with special mandates in that field.

151. The importance of nutrition, including maternal nutrition, was stressed, especially in connection with household food security and intra-familial food distribution. The importance of the roles of water supply, sanitation and education were reaffirmed. In addition, the overall importance of women in development, especially the need to explore and develop women's dimensions in all UNICEF programmes, was emphasized.

152. The recommendation of the Programme Committee, as adopted by the Executive Board, appears in chapter VI, decision 1986/3.

#### Women in development

153. As mentioned in paragraphs 5 and 107 above, it was agreed that UNICEF activities concerning the role of women in development would be discussed in the Programme Committee. Interventions made during the general debate are also included here.

154. The Executive Board requested that the important role of women in development should be included as a regular item on the Programme Committee agenda. A statement to that effect had been made during the previous year's Executive Board session, which had been supported by most members of the Board. The view was also expressed that the report of the Executive Director should have dealt with the question in more detail, in view of its importance. It was felt that no programme strategy for women had been provided to the Executive Board in the current year.

155. Certain delegations expressed surprise that the documents submitted at the current session did not devote greater attention to the issue of women. It was felt that the document devoted to regional programmes for women's participation in development revealed that the programmes were limited in scope and fell short of the strategy advocated the previous year regarding women in development. That study should be borne in mind by UNICEF staff responsible for programme planning (see paras. 48-54 above).

156. Requests were made for more detailed information on the administrative strategy which would be needed to carry out activities in the field of women in development, on the training of staff and on the monitoring of the results of the relevant activities in UNICEF. Others expressed support for the key role of women, who produced food for the family and ensured the well-being of children. It was suggested that a revolving fund for women should be established.

157. It was noted that healthy children born to healthy mothers would lead to smaller families. It was not enough to ensure the survival of children. There was also a need to create favourable conditions for their development, and in that respect, long-term development programmes for women and children must remain a priority for UNICEF. Support was expressed for UNICEF policy not to confine its concern with women solely to the mother/child relationship but to extend it to the economic role of women. It was necessary to ensure the effective participation and involvement of women in all development projects, particularly those related to the

development of food crops and self-reliance in food. The heightening of consciousness with regard to women's role in the development process must lead to specific projects. The importance of day-care facilities and breast-feeding were also stressed.

158. However, in referring to requests that the mandate of UNICEF cover the problems of women, certain delegations wished to reaffirm their feeling that UNICEF should deal solely with children, with women's activities limited to those that related directly to children. Activities that related primarily to the status of women should be left to other United Nations agencies for implementation support. Efforts for women should not be a new programme thrust but rather should be added to the current programme mix.

159. Raised consciousness must be translated into actual programmes. UNICEF should accelerate its support for income-generating projects, which helped to increase women's self-reliance. Regret was expressed that, despite the growing need for more support in that area, expenditure for women's programmes had declined in recent years (see para. 57 above).

160. As UNICEF could not be held solely responsible for the well-being of women and children, delegations encouraged UNICEF to co-operate more fully with WHO and UNFPA. Several delegations expressed satisfaction with the achievements of UNICEF in the field of women and development, particularly with regard to income-generating activities and education. There was, however, room to increase women's income and their participation in socio-economic development. Several delegations noted that Africa's women had a key role in reversing economic trends, and economic adjustment must be accompanied by measures to protect the vulnerable groups.

161. The Committee also noted the importance of following up on the recommendations in the Nairobi Forward-looking Strategies for the Advancement of Women, which were adopted at the World Conference to Review and Appraise the Achievements of the United Nations Decade for Women, and which requested that the Executive Director's report for 1987 should contain steps taken by UNICEF regarding their implementation. For the 1987 Board session, the Committee requested a report describing the implementation strategy for putting into operation the Board's conclusions on the UNICEF response to women's concerns that was adopted in 1985 (E/ICEF/1985/CRP.37/Rev.2), including verifiable objectives and a time-frame.

162. The recommendation of the Programme Committee, as adopted by the Executive Board, appears in chapter VI, decision 1986/4.

#### Programme documentation

163. The Programme Committee expressed the need for further improvement regarding the disaggregation and consolidation of financial figures from different sources; the relationship between administrative costs, staff needs and programmes implemented; inclusion of evaluative results; the need for the use of more tables; details of co-operation with other donors, etc. It was agreed that that would be the subject of specific proposals of the Working Group on the Future Work and Procedures of the Executive Board to guide the secretariat in the preparation of documents for the 1987 Executive Board session (see paras. 48-54 above).

164. The recommendation of the Programme Committee, as adopted by the Executive Board, appears in chapter VI, decision 1986/5.

IV. QUESTIONS CONSIDERED BY THE COMMITTEE ON ADMINISTRATION  
AND FINANCE

Financial report: 1984

165. The Committee reviewed and noted the observations of the Board of Auditors and of the Advisory Committee on Administrative and Budgetary Questions on the 1984 UNICEF financial report and the comments and action taken by the Executive Director in response to those observations (E/ICEF/1986/AB/L.4).

Financial report: 1985

166. Several delegations called for an expansion of the information contained in the financial report, such as the request for expenditures by country and by source of funding. The secretariat responded that such information was available at all times. In addition, several delegations requested that the reports be made more readable so as to facilitate the analysis of financial performance. The secretariat pointed out that it would review the reporting formats in time for the 1987 Board meeting (see paras. 48-54 above).

167. One delegation requested a complete breakdown of the total staff-related costs included in the 1985 expenditures of \$390 million. The secretariat responded that total staff costs amounted to \$110 million, consisting of \$35 million for UNICEF-contracted project personnel, \$44 million for programme-support personnel and \$31 million for administrative services.

168. Several delegations noted the movements in UNICEF assets and liabilities, especially the decrease in cash balances. The secretariat noted that the decrease was due mainly to a lowering of supplementary funds cash balances which resulted from the tendency of supplementary funds donors to pay their contributions more in line with project implementation.

169. One delegation noted the substantial difference between the loss in 1984 and the gain in 1985 on the valuation of UNICEF assets. It was reported that the relatively low gain of less than \$1 million in 1985 resulted from the dramatic fluctuation in the value of the United States dollar during the year.

170. The Committee reviewed and noted the financial report and statements for the year ended 31 December 1985 (E/ICEF/1986/AB/L.7) (see paras. 56-59 above).

Financial plan for 1986-1989

171. Concern was expressed by several delegations about the balance between general resources and supplementary funds. The secretariat pointed out that if emergency contributions were excluded from the calculation, supplementary funds would remain at approximately 25 per cent of total UNICEF income for the period 1986-1989.

172. Some delegations expressed concern about the slim margin between income and expenditure and the possible need for contingency plans should projected income levels fail to be reached.

173. Although the secretariat concurred with the concerns of the Committee, UNICEF was confident at that point, that the 1986 income projections, especially for general resources, would be met. Should UNICEF experience any noticeable deviations from the projections, the UNICEF financial monitoring system would give early warning and allow the triggering of corrective actions. The rolling nature of the financial plan allowed for the adjustment of future spending levels, should the modest projections of income for 1987-1989 fail to materialize.

174. Several delegations were interested in the level of expenditures contained in the plan for the UCI programme. It was pointed out that not all UCI funds would be channelled through UNICEF. With regard to "noted" projects, the plan assumed an average annual expenditure of \$30 million.

175. Several delegations commented on the lowered levels of liquidity. One delegation noted that as a result of those concerns, UNICEF might need to consider the establishment of a statutory liquidity reserve.

176. The plans for general resources liquidity build-up were revised upward in the 1986 financial plan so as to establish general resources cash balances equivalent to one month's expenditure as soon as possible, in line with the Board's requirement as outlined at its 1979 session. Once that objective was achieved, UNICEF should have a further buffer against future adverse conditions in addition to its current liquidity policy. The secretariat expressed the view that once that level of liquidity was achieved, the establishment of a statutory liquidity reserve would not be necessary. In response to the inquiry of one delegation, the secretariat agreed to review the matter of a statutory cash reserve and to report back to the Board at its 1987 regular session (see paras. 87-88 above).

177. The recommendation of the Committee on Administration and Finance, as adopted by the Executive Board, appears in chapter VI, decision 1986/6.

#### Restatement of the 1986-1987 budget resolutions

178. The Committee considered the following:

(a) Restatement of the 1986-1987 budget resolutions (E/ICEF/1986/AB/L.1);

(b) The report of the Advisory Committee on Administrative and Budgetary Questions on the restatement of the 1986-1987 budget resolutions (E/ICEF/1986/AB/L.2).

179. The debate regarding the restatement of the 1986-1987 budget resolutions was very positive. In general, delegations were pleased with the new format for the budget expenditure estimates, which were in line with UNICEF efforts to make all reports and documents more readable.

180. The recommendation of the Committee on Administration and Finance, as adopted by the Executive Board, appears in chapter VI, decision 1986/7.

#### Financial rules and regulations

181. Delegations generally endorsed the Executive Director's recommendations, as contained in E/ICEF/1986/AB/L.10. A number of delegations expressed the view that

UNICEF financial regulations should reflect the legal requirements and regulations of the countries in which UNICEF operates.

182. Some delegations suggested that UNICEF might consider using the recently adopted financial regulations of the United Nations Development Programme (UNDP) as a general model. Other delegations observed the differing nature of the organizational character and operational method of UNICEF and UNDP and stressed that the draft financial rules and regulations for UNICEF should reflect the uniqueness, needs and requirements of UNICEF.

183. The secretariat, having consulted with the Office of Legal Affairs, United Nations Secretariat, responded that UNICEF was co-operating in programmes in countries only with the agreement of the Government concerned. A basic agreement document was then drawn up between UNICEF and the respective Government. In carrying out its activities, UNICEF took into consideration local laws and regulations. However, such local laws and regulations could not be reflected in the UNICEF financial regulations, which were internal and applicable throughout the world.

184. The secretariat indicated that the very purpose of the 1985 recommendation of the Advisory Committee on Administrative and Budgetary Questions, endorsed by the Board, was to ensure that a specific set of financial rules and regulations for UNICEF would be elaborated to meet its working requirements. The UNICEF secretariat would endeavour, to the extent possible, to maintain conformity with relevant United Nations financial regulations, also taking into account the recent experience of UNDP.

185. The recommendation of the Committee on Administration and Finance, as adopted by the Executive Board, appears in chapter VI, decision 1986/8.

#### Supplementary funding

186. Delegations considered the report on supplementary funding (E/ICEF/1986/L.2), the report of the Advisory Committee on Administrative and Budgetary Questions on the report on supplementary funding (E/ICEF/1986/AB/L.13) and the paper containing statistical information on supplementary funds for "noted" projects, 1982-1984 (E/ICEF/1986/CRP.9).

187. A number of delegations emphasized that supplementary funding related to both administrative and programme issues. Within the context of administration and finance, it had a bearing on fund-raising, staffing, overhead, reporting for donors and conditionalities. Within the context of programmes, it related to programme planning in integration with other programme components and activities of the country programme, in line with UNICEF priorities.

188. The secretariat restated that:

(a) The fundamental principle endorsed by the Board was that supplementary funding should be used to support, complement and expand UNICEF support to a country programme funded by general resources. Once a programme of co-operation was agreed upon between UNICEF and a country, decisions should be taken by the two partners on which part of the overall country programme should be funded by general resources and for which part supplementary funds should be sought. That procedure was designed to ensure the same quality of planning for all UNICEF-supported programmes regardless of the funding source.

(b) With increasing commitments of Governments to child survival and development goals, strict adherence to that principle of one coherent and consistent country programme, supported by a contribution of general and supplementary resources, would be not only possible but would also be routinely followed.

(c) Over the next year, UNICEF would explore specific mechanisms for combining general resources and supplementary funding more coherently into some form of ceiling for country programmes and, if it appeared feasible, submit proposals on those lines to the Board for action next year.

189. In replying to comments, the secretariat reconfirmed the UNICEF policy that general resources should remain the "core" of UNICEF income and that supplementary funds should be received from Governments only if those Governments had already contributed generously to general resources. The secretariat further indicated that it was possible to control satisfactorily the proportion of supplementary funds to general resources through the "noting" procedures and the yearly review by the Board of the projections for supplementary funding made in the medium-term plan. The new procedures under study, as outlined in the medium-term plan, such as the establishment of funding target and/or country-by-country ceilings, would provide additional internal control instruments.

190. In response to the concerns of several delegations, the secretariat affirmed that UNICEF was rejecting negative conditionalities. For example, if a donor insisted on tied procurement in the donor country, that was not accepted as a contribution to UNICEF but could only be accepted as a contribution-in-kind to the recipient Government, if that Government agreed. However, some conditionalities might be positive - e.g. when a donor Government stipulated that the utmost effort should be made to procure supplies in the assisted country.

191. As regards the difference between emergency and supplementary funds, the secretariat explained that the Executive Director was authorized by the Board to appeal for emergency funds without further authorization and that the 1976 Board decided to distinguish between emergency and supplementary funds. "Noted" projects were planned, proposed and initiated as part of the same country development plan guiding the allocation of general resources programmes.

192. Emergencies created the need for extraordinary interventions which were not planned and which usually involved rehabilitation efforts. It was difficult to draw a clear line between emergency relief and more developmental interventions. The secretariat's view was that if long-term rehabilitation efforts were to be initiated, funds could be sought either from supplementary funds or, with the agreement of the Government concerned, by inclusion in the regular country programme.

193. Delegations requested clarification about interest earned on supplementary funds cash balances available to UNICEF and on the proportion and stability of those balances in the UNICEF liquidity provision.

194. The secretariat indicated that on more than one occasion, UNICEF had negotiated payment procedures with donors of supplementary funds whereby supplementary funds were given to UNICEF according to estimated commitments and at the time when those commitments had to be undertaken by UNICEF. In such cases, the question of interest was minimized, and sometimes eliminated. Nevertheless, a certain amount of supplementary funds would always be temporarily available to

UNICEF since there was an unavoidable gap between commitments and disbursements, and since a "noted" project must be at least partly funded before implementation could start.

195. When discussing the issue of "overhead", a number of delegations supported the Executive Director's proposals as contained in the documents before the Board. Other delegations indicated a preference for simple pragmatic procedures to avoid unnecessary complications. A few delegations suggested that a decision on the matter should be postponed until the overall problem of supplementary funding could be re-examined (see para. 63 above).

196. The recommendation of the Committee on Administration and Finance, as adopted by the Executive Board, appears in chapter VI, decision 1986/9. (Additionally, the secretariat stated that the effects of the recommended procedures would be evaluated by the Advisory Committee on Administrative and Budgetary Questions and by the Board when reviewing the 1988-1989 budget proposals.

#### UNICEF staffing

197. In the discussion of the report on staffing and human resource management in UNICEF (E/ICEF/1986/AB/L.8), many useful suggestions were made for improving the information on staffing to be provided at future Board sessions.

198. Several delegations raised various points with regard to recruitment. The secretariat responded that although UNICEF did not follow a strict quota system for nationalities, the level of governmental contributions to UNICEF was a major factor. In addition, preference was given to under-represented countries. UNICEF always attempted to select the most qualified person for every available post and had a well-developed selection process. All appointments by the Executive Director were based on existing policies and procedures. Wherever possible, vacant posts were filled by internal candidates.

199. One delegation requested clarification with regard to supernumeraries, staff against abolished posts and staff in transit. The secretariat informed the Board that all those expressions referred to the same situation, and noted that a definition of and policy on those "staff awaiting reassignment" would be provided in next year's budget submission.

200. In response to a request from several delegations for more information with regard to the increase in the number of project personnel, the secretariat stated that over the past two years the overall number of project personnel had increased by approximately 26 per cent. That was due mainly to the creation of 50 emergency posts in Africa to help respond to the emergency situation, to the conversion of posts related to project support communications, water supply and sanitation, and to the conversion of those posts deployed to district sub-offices, as endorsed by the Executive Board. In addition, the Committee was informed that the majority of project posts were funded from general resources.

201. The issue of International Professional project posts at UNICEF headquarters was raised by two delegations. Those posts were specifically established to support programme implementation, and the Executive Director assured delegations that UNICEF would keep the number of project posts at headquarters as small as possible at all times. The establishment of project posts at headquarters would continue to be reviewed by the Advisory Committee on Administrative and Budgetary Questions and reported to the Executive Board during the budget process.

202. Many delegations raised the issue of the use of consultants by UNICEF. The secretariat pointed out that the average duration of a consulting assignment at UNICEF was less than three months. In most cases, the hiring of consultants was the most economical way to fill a short-term need for specialized expertise. The secretariat had, however, noted the caution of the Committee on that matter and, in fact, had reduced allocations for consultants by about 40 per cent.

203. Many delegations noted the Executive Director's authority to reclassify and redeploy posts during a biennial budget period but urged caution in exercising that authority. The secretariat explained that great care was being taken to ensure that the pyramid of posts authorized by the Executive Board was followed. Reclassifications had resulted in a downward trend in the average classification of International Professional core posts. The process had given UNICEF a flexibility to respond promptly to changing priorities and had maintained the focus on the duties of the post rather than on the personal grade levels (see paras. 64-67 above).

#### One-time installation costs for UNICEF House

204. The Committee reviewed the recommendations of the Executive Director regarding the financing of one-time installation costs at UNICEF House (E/ICEF/1986/L.1), the report of the Advisory Committee on Administrative and Budgetary Questions on UNICEF House (E/ICEF/1986/AB/L.3) and the note of the Chairman of the Executive Board (E/ICEF/1986/CRP.10).

205. The majority of delegations speaking on the item felt that the informal discussions arranged by the Chairman of the Board expedited a satisfactory solution to reducing the level of estimates with respect to the one-time installation costs, taking into account the recommendations of the Advisory Committee on Administrative and Budgetary Questions.

206. The secretariat noted the concern expressed by some delegations that continuing efforts should be made to ensure that expenditures were monitored so as to ensure that costs were further reduced wherever feasible.

207. The donations of objets d'art announced by the delegations of Bulgaria, China and India were noted with appreciation, and the Committee formed within the secretariat for the purpose of ensuring that such donations were displayed in the most appropriate setting would maintain close contact with the relevant delegations (see para. 68 above).

208. The recommendation of the Committee on Administration and Finance, as adopted by the Executive Board, appears in chapter VI, decision 1986/10.

#### UNIPAC operations and efficiency

209. Several delegations noted with satisfaction the increased efficiency and throughput of the supply operation in the first year following the consolidation.

210. Several delegations recommended increased procurement in developing countries because of shorter delivery time, greater suitability and serviceability under local conditions and reduced freight costs, and urged that as many deliveries as possible should go directly from suppliers to programmes and not through UNIPAC.

The secretariat responded that UNICEF field offices had been authorized to undertake local procurement, and in general, it supported local procurement whenever appropriate, including the delivery of locally produced products from one developing country to programmes in other countries.

211. In principle, deliveries from UNIPAC were limited to those items which were needed for kit and set-packing or which traditionally were shipped out in consolidation with several other items. All items which were shipped in large volume and which did not require consolidation or set-packing were shipped directly from suppliers in the producing countries.

212. One delegation recommended that UNIPAC should make available the facilities necessary to store vaccines so as to minimize the need for storage in the recipient countries, where satisfactory storage facilities might not exist. The secretariat replied that it did not contemplate stockpiling vaccines in UNIPAC.

213. The Committee reviewed and noted the management study of the warehouse and packing operation within the context of UNICEF's supply role and the integrated supply centre in Copenhagen (E/ICEF/1986/AB/L.9/Add.1) and the note by the Executive Director on the study (E/ICEF/1986/AB/L.9 and Corr.1).

214. In particular, the Committee noted the following points of the study: the reduction of the number of items in the UNIPAC inventory; the need for advanced planning for supply requirements for programmes in order to improve inventory management; and several of the recommendations for changes and improvements in the physical operation as detailed in E/ICEF/1986/AB/L.9/Add.1.

215. The Committee also noted the Executive Director's response to the recommendation for budgetary flexibility, in which he emphasized the better utilization of existing possibilities - e.g., annual budget revision and the use of specially contracted staff to deal with increases in the work-load related to supplementary funds and reimbursable procurement.

216. The study also recommended that UNICEF should discontinue the practice of charging users for the cost of the warehousing and packaging operation. However, UNICEF felt that the practice of charging users not only the cost of goods but also a reasonable approximation of warehousing and packing costs should be maintained, with the income from the overhead charges credited to the budget.

217. Some of the recommendations of the study had already been implemented. Specifically, the range of items available in the inventory had been reduced by 700 items. Other recommendations would be implemented as quickly as possible in accordance with the Executive Director's response.

### Greeting Card Operation

#### Financial reports

218. In response to a prior year's audit recommendation, two delegations suggested that GCO should consider adopting a January-to-December fiscal year, corresponding to that of UNICEF. The Director of GCO stated that the possibility would be examined, but that a final decision could only be made after consultations with National Committees and other sales partners.

219. The Committee reviewed and noted the observations of the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions on the 1983-1984 GCO financial report and the comments and actions taken by the Executive Director in response to those observations (E/ICEF/1986/AB/L.4).

#### GCO work plan for 1986 and analysis of the performance of GCO

220. Several delegations commended GCO on its "Analysis of past performance, 1955-1984, and plan for future development, 1985-1990" (E/ICEF/1986/AB/L.11), and on the extensive information provided in the work plan and provisional report for 1985. Some delegations specifically mentioned their support for GCO's six corporate goals and the 21-point action plan. Satisfaction was also expressed with the promising start made by the Interregional Sales Development Programme (ISDP).

221. A few delegations felt that GCO sales projections for 1985-1990 were too optimistic, in view of past performance. The Director of GCO explained that medium-term plan projections had been based on country-by-country analyses which were believed to be realistic. The growth rate projected for the years 1986-1990 ranged from 2.5 per cent to 4.0 per cent per annum, for a total increase of 17 per cent. The increased volume would come from extra activities initiated by National Committees and field offices under ISDP.

222. Many delegations referred to the problem of containing GCO costs. The Director of GCO stated that for the period 1985-1988, costs would be the same as or lower than the 1985 approved estimate of \$27 million, with marginal increases for the years 1989 and 1990. He drew attention to the CGO global cost-saving programme initiated in 1985 which had already achieved substantial cost reductions. Every effort would be made to reduce National Committee retentions and field office costs to the 25 per cent level. In addition, the level of established posts would be maintained at the 1984 level for as long as possible.

223. While endorsing the 50 per cent net profit goal as a desirable objective, most delegations accepted the 45.5 per cent level for 1990 projected in the medium-term plan. Some delegations expressed the view that goals should be established on the basis of objective realities and their achievability and that, accordingly, maximization of overall profit should be the goal of GCO. The Director of GCO reiterated that the 50 per cent goal remained GCO's prime objective.

224. A number of delegations emphasized the importance of GCO's effective role in the area of visibility and advocacy and stressed that profitability should not be GCO's only objective. One delegation proposed that when GCO was involved in advocacy activities, the costs for such actions should be charged to other accounts.

225. Some delegations expressed doubt regarding GCO's new mandate in fund-raising by direct mail. In general, however, delegations supported the mandate, while stipulating that there should be a clear separation of costs and income from greeting card activities so that GCO would not be diverted from its 50 per cent objective.

226. Several delegations stressed the importance of decentralizing production, design and marketing so as to increase GCO acceptability in diverse markets and to ensure optimization of costs. The Director of GCO noted that the process was already under way and that the Singapore production centre would enable GCO to take advantage of the low costs available in that region.

227. Some delegations expressed concern about the high level of unsold cards held in inventory. It was explained that GCO was currently expanding the sale of cards from prior years and was increasing the distribution through ultimate markets. In many cases, those cards were sold in low-profit countries to help improve profitability there.

228. In response to requests for increased market research and consumer surveys in high potential markets, the Director of GCO explained that GCO was working with National Committees and other sales partners to develop a better correlation between market needs and product development. He also emphasized the importance and the great contribution that was being made by National Committees in achieving the 50 per cent goal.

229. The Committee reviewed the Greeting Card Operation work plan for the 1986 season (E/ICEF/1986/AB/L.6), including an extension of the duration of ISDP for an additional year, until 30 April 1988.

230. The Committee reviewed and noted the financial report and accounts for UNICEF Greeting Card and related operations for the 1984 season for the year ended 30 April 1985 (E/ICEF/1986/AB/L.5) (see paras. 69-71 above).

231. The recommendation of the Committee on Administration and Finance, as adopted by the Executive Board appears in chapter VI, decision 1986/11.

#### Staff matters

232. Continuing the practice begun in 1983, the chairperson of the UNICEF Global Staff Association (GSA) addressed the Committee on the following concerns of UNICEF staff:

(a) Strengthening communications between management and staff outside the formal meetings between GSA's Executive Committee and the Division of Personnel;

(b) Meeting the economic needs of locally recruited staff through salary surveys, the implementation of salary recommendations and possible housing and educational assistance;

(c) Reviewing the status of National Professional officers, with emphasis on just compensation for the essential work they do and career opportunities;

(d) Improving conditions of service for ancillary staff (watchmen, janitors, cleaners etc.).

233. Also mentioned were concerns for safety, security and independence in high-risk duty stations; implementation of recommendations to improve the status of women in UNICEF; and methods to ensure proper counselling and training of staff in order for them to upgrade existing skills, thus making it unnecessary to seek external candidates.

## V. OTHER MATTERS

### Future work and procedures of the Executive Board

234. Between the 1985 and 1986 sessions, the Working Group on the Future Work and Procedures of the Executive Board held four meetings at United Nations Headquarters with the open-ended participation of Board members and observer delegations. The Chairman of the Working Group was Anwarul Karim Chowdhury (Bangladesh), whose statement is contained in document E/ICEF/1986/CRP.32.

235. Discussions during those meetings focused on recommendation 7 of E/ICEF/1985/CRP.54 and the two subsequent paragraphs, which described the priority tasks of the Working Group.

236. During the general debate, several delegations commented on the importance and the usefulness of the Working Group as a vehicle for frank, in-depth discussions with the secretariat. It was felt that the Working Group was able to clarify issues, present recommendations and propose preliminary solutions to outstanding problems, thereby saving both time and energy.

237. A number of delegations expressed the wish to implement, in the course of the session, some elements of recommendation 2 of the draft recommendations which had been circulated previously by the Chairman to members of the Working Group. Accordingly, a fifth meeting of the Working Group was held on 17 April 1986 to consider the formalization of a draft decision (E/ICEF/1986/CRP.28) for the Board to ensure that the work of the Programme Committee and the Committee on Administration and Finance was organized in such a way as to allow for adequate in-depth discussions. The Executive Board adopted the decision on 18 April 1986 (see chap. VI, decision 1986/1). Some of the recommendations contained in that decision were implemented during the Committees' meetings, and many delegations subsequently stated their satisfaction with the increased interaction and the more informal, frank and spontaneous exchange of views which characterized the 1986 deliberations of the Committees.

238. The sixth and final meeting of the Working Group was held on 23 April 1986. Board members and members of the secretariat, particularly those responsible for programme documentation, participated. The Working Group prepared a draft decision concerning specific measures to fulfil some of the needs for which the Group had been established (E/ICEF/1986/CRP.30), which was subsequently submitted to and adopted by the Executive Board as document E/ICEF/1986/CRP.43 (see chap. VI, decision 1986/13).

239. The use of informal consultations was mentioned as a positive step in the development of open, constructive and ongoing dialogue between Board members and the secretariat. It was felt that the increasing size and complexity of UNICEF programmes required a governing body that was both responsive to the demands placed on the organization and capable of providing the policy guidance necessary for the organization to respond to those demands and, between sessions, to implement the programmes and measures adopted by the Board.

240. One delegation stated that the Working Group could deal with the question of the prior consideration of the Programme Committee's recommendations before the plenary and asked whether the Board could adopt then, rather than postpone until the 1987 session, the decision that at future meetings of the Programme Committee the text of the recommendations to be made should be submitted and considered.

241. The proposal was supported by several Board members who felt that decisions adopted by consensus were rather vague. Therefore, it was recommended that before the Committees took any decision, the decision should be submitted in writing and considered by the relevant Committee. In addition, any additions to the recommendations should be presented in the course of the Committee's work so that they could be duly incorporated. In view of the fact that that would also speed up the work of the plenary, it was suggested that the proposal be adopted for next year.

242. In supporting the proposal, another Board member wanted it confirmed that the mandate of the Working Group for the following year was broad enough to cover issues related to that question and that the recommendations of the Working Group had taken into account the fact that not all the Board's action was taken on the basis of previous decisions.

243. The Chairman replied that the mandate of the Working Group was precisely that adopted in 1984 and extended in 1985 by decision of the Board. With regard to the proposal, he reported that the Committee on Administration and Finance had distributed its decisions in writing and the Programme Committee could follow the same procedure for the adoption of its recommendations.

#### Preparations for future sessions

244. Taking into account the manner used to organize the work of the 1986 session, the Chairman expressed the view that in budget review years, the Committee on Administration and Finance would need more time, while when policy was being reviewed the Programme Committee would need more time. Consequently, for 1987, it was decided to allocate five or six meetings to the Committee on Administration and Finance and five meetings to the Programme Committee.

245. Mention was made of the usefulness of holding two meetings of the Working Group during the session, and it was stated that the Working Group would try to maintain the schedule, always bearing in mind the time available, the limited size of some delegations and the Board's timetable of meetings.

246. Several delegations agreed that policy reviews should be discussed in the general debate rather than in special plenary meetings. In addition, it was suggested that the Programme Committee should consider the medium-term plan, including policies relating to programmes on which the Board had to take a decision, before specific programmes were considered and approved.

247. For the 1987 session, the Board had already requested, at its 1985 regular session, a review of the first five years of the child survival and development revolution. Taking into account the discussions at the 1986 session on the need to achieve a balance in the implementation of UNICEF priority activities and the decision to review the child survival and development strategy at the 1987 session, the Executive Director was requested to present two separate reports on the subject, including guidelines for the future, to the 1987 Executive Board (E/ICEF/1986/CRP.40) (see chap. VI, decision 1986/14).

248. The Executive Board further requested that the following should be prepared for its 1987 regular session:

(a) A report on UNICEF communications strategy, including development education, in the industrialized countries (E/ICEF/1986/CRP.41) (see chap. VI, decision 1986/15);

(b) A report on the expenditures on the one-time installation costs for UNICEF (E/ICEF/1986/CRP.39) (see chap. VI, decision 1986/10);

(c) A report detailing the implementation strategy on the UNICEF response to women's concerns, with verifiable objectives and a time-frame for implementation;

(d) A review of the matter of a statutory cash reserve;

(e) A comprehensive report on staffing, which would be provided on a biennial basis on conjunction with the budget process;

(f) A report on the impact and effectiveness of meeting non-food needs in drought-affected countries;

(g) A report by GCO on steps taken in all countries towards improving profitability, both nationally and globally, bearing in mind the desirability of achieving a 50 per cent goal;

(h) Formal reports covering all aspects of the relationship between emergency programmes, "noted" projects and regular country programmes.

249. It was also requested that a report on the specific mechanisms for more coherently combining general resources and supplementary funding into some form of ceiling for country programmes should be prepared for the 1987 regular session, if feasible. One delegation also called for another study to be prepared by an external consultant firm on GCO and its 50 per cent goal for the 1988 regular session.

250. The next regular session of the Executive Board would be held at United Nations Headquarters and was scheduled provisionally for the period 20 April to 1 May 1987, subject to the decision of the Committee on Conferences and of the General Assembly at its forty-first session. It was noted that 20 April 1987 would be a holiday in some countries, which might make it difficult for delegations to make travel arrangements. A request was made to take that into consideration when scheduling the session.

#### Consideration of documentation

251. The Executive Board noted General Assembly resolution 38/32 E concerning the limitation of documentation of its subsidiary organs, which would be reflected in the work on the documentation prepared by UNICEF. Mention was made of the fact that the Working Group had already studied the programme documentation in depth (see para. 238).

252. With regard to the circulation of draft decisions on the final day of Board deliberations, it was noted that the decisions had not been translated into all the working languages of the United Nations, as was required, and, therefore, should not have been considered. In addition, many delegations expressed serious concern that draft decisions had been circulated at the last minute, without ample time to review them. They urged that in future the number of decisions should be reduced

and that draft decisions should be presented for adoption only after all Board members had been afforded sufficient time to consult and make amendments.

#### Observation of the fortieth anniversary of UNICEF

253. Delegations congratulated UNICEF on 40 years of achievement. The anniversary marked its transformation from a relief aid agency catering to the urgent needs of children in war-torn Europe to a world-wide organization devoted to the survival and development of children in developing countries. It was regarded as significant that the fortieth anniversary of UNICEF coincided with the International Year of Peace.

254. Delegations suggested that the fortieth anniversary provided UNICEF with an opportunity to search for new ways of increasing the organization's resources and their effective use in developing countries. It was a time not only to assess past activities but also to consider means of extending those activities.

255. With specific reference to the Declaration on the occasion of the fortieth anniversary of UNICEF (E/ICEF/1986/CRP.38) (see chap. VI, decision 1986/16), one delegation wished it to be placed on record that decision 1986/16 did not fully reflect the views expressed by various Board members, since the draft declaration had been decided upon before delegations had had time to consider the text in its entirety.

#### Other decisions

256. The Board also adopted decisions on the joint meeting of the UNICEF Executive Board, the Non-Governmental Organizations Committee on UNICEF and the National Committees for UNICEF (E/ICEF/1986/CRP.29/Rev.1) (see chap. VI, decision 1986/17); the special session of the General Assembly to consider the critical economic situation in Africa (E/ICEF/1986/CRP.35) (see chap. VI, decision 1986/18); UNICEF priorities in Latin America (E/ICEF/1986/CRP.34) (see chap. VI, decision 1986/19); operational activities for development (E/ICEF/1986/CRP.36) (see chap. VI, decision 1986/20); and the drafting of a convention on the rights of the child (E/ICEF/1986/CRP.37) (see chap. VI, decision 1986/21). Due to time constraints, it was decided to postpone consideration of the draft decision on UNICEF awards (E/ICEF/1986/CRP.8) until the 1987 regular session.

VI. DECISIONS ADOPTED BY THE EXECUTIVE BOARD AT ITS 1986 SESSION

1986/1. Working Group on the Future Work and Procedures of the Executive Board

On 18 April 1986, the Executive Board, on the recommendation of the Working Group on the Future Work and Procedures of the Executive Board, decided to ensure that, at its current session, the programme of work of its Committees would be organized so as to permit adequate in-depth discussions during their meetings by:

- (a) Achieving the most rational use of time through concise and concrete interventions and strict observance of punctuality;
- (b) Allowing for maximum interaction, exchanges of views and questions and answers as issues arise, without being structured by a formal speakers' list;
- (c) Utilizing the alternative of informal consultations;
- (d) Consulting relevant secretariat staff members, where additional information might be required, on an informal, in-session basis;
- (e) Extending Committee meetings as required, and as conference facilities permit.

1986/2. Programme co-operation

The Executive Board, on the recommendation of the Programme Committee (E/ICEF/1986/P/L.30):

- (a) Approved the recommendations of the Executive Director for programme co-operation, as summarized in document E/ICEF/1986/P/L.1, the proposed total new commitment for programme co-operation and the replenishment of the Emergency Reserve Fund to be financed from general resources being \$84,517,160. In addition, the Board "noted" programmes to be funded from specific-purpose contributions to the amount of \$285,749,000 as summarized in documents E/ICEF/1986/P/L.1 and E/ICEF/1986/P/L.27; the phasing of expenditures would be made within the framework of the affordable expenditures as approved in the medium-term plan as amended;
- (b) Endorsed the Emergency Appeal of the Executive Director for \$102 million for 16 countries in Africa; in future, all information about emergency appeals should be submitted to the Board for subsequent discussion and review through inclusion of an appropriate agenda item;
- (c) Supported the recommendation of the Executive Director (E/ICEF/1986/P/L.28) for a commitment of \$10,937 to cover over-expenditure for two regional projects. This document also details savings and cancellations in the amount of \$102,677.

### 1986/3. Medium-term plan: objectives and priorities

The Executive Board, on the recommendation of the Programme Committee (E/ICEF/1986/P/L.30), which also recommended endorsement by the Board of the programme objectives and priorities for UNICEF, in accordance with item (1) of paragraph 142 and as described elsewhere in the medium-term plan for the period 1985-1989 (E/ICEF/1986/3), reaffirmed its endorsement of the priorities for child survival and development and their implementation in the context of strengthening primary health care and the basic services strategy. While recognizing that the priorities of the country programmes should be set according to the specific situations and needs of the countries, the Board also endorsed the major programme thrusts as described in paragraphs 15 to 35 of the medium-term plan as amended with a broader view of child survival, development and protection. The Board stressed the importance of programme support and emphasized the need for mobilizing widespread and involved participation as well as international support to ensure successful implementation of UNICEF-assisted programmes. It also encouraged close collaboration between concerned agencies in the United Nations system, bilateral aid agencies, non-governmental organizations and national Governments and organizations.

### 1986/4. Women in development

The Executive Board, on the recommendation of the Programme Committee (E/ICEF/1986/P/L.30), which expressed general support for the outline of the programme implementation strategy on UNICEF's response to women's concerns, as contained in document E/ICEF/1986/CRP.25, endorsed the proposal that women in development be a subject for deliberation at future sessions as a separate agenda item on the basis of a separate report on UNICEF activities relating to women in development. For the 1987 session, the report should contain a detailed implementation strategy on UNICEF's response to women's concerns with verifiable objectives and a time-frame for implementation. The Executive Director's report for 1987 should also contain steps taken by UNICEF regarding implementation of General Assembly resolutions 40/108 and 40/258.

### 1986/5. Programme documentation

The Executive Board, on the recommendation of the Programme Committee (E/ICEF/1986/P/L.30), decided that the secretariat should provide more financial and evaluative data in programme documentation, among others. The secretariat would consult with the delegations through the Working Group on the Future Work and Procedures of the Executive Board to clarify and define the type of data which would be most appropriate and useful for the Board's consideration of programme matters.

### 1986/6. Financial plan

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), approved the medium-term plan as a framework of projections for 1986-1989 (summarized in table 7 of document E/ICEF/1986/3), including the preparation of up to \$190 million in programme commitments from general resources to be submitted to the Executive Board at its 1987 session (shown

in table 8, item 2 (a) of the same document). That amount was subject to the availability of resources and to the condition that estimates of income and expenditure made in the plan continue to be valid.

1986/7. Restatement of budget resolutions

1. The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), adopted the following restatement of budget resolution 3 adopted in 1985: 1/

Budget expenditure estimates for the biennium 1986-1987

The Executive Board

Resolves:

(a) That the budget estimates for the biennium 1986-1987 are approved as follows:

(United States dollars)

Category 1: Staff costs (net)	148 616 066
Category 2: General operating costs	77 839 262
Category 3: Packing and assembly costs	<u>6 088 305</u>
Total	<u>232 543 633</u>

(b) That, for the biennium 1986-1987, a commitment of \$232,543,633 for the budget is approved;

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

(d) That there should be an allocation of \$2 million in 1986-1987 budget estimates in place of the amount of \$630,000 set aside as amortization payment (thus, a net increase of \$1,370,000 to category 2 of the budget).

2. The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), adopted the following restatement of budget resolution 4 adopted in 1985: 1/

Income estimates related to the budget for the biennium 1986-1987

The Executive Board

Resolves that, for the biennium 1986-1987, estimates of income related to the budget estimates are approved as follows:

	(United States dollars)
(a) Contributions from assisted Governments towards local budget costs	5 600 000
(b) Recovery from packing and assembly activities	10 540 000
(c) Other income	<u>6 000 000</u>
Total	<u>22 140 000</u>

1986/8. Financial rules and regulations

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15):

(a) Requested the Economic and Social Council to recommend the General Assembly to authorize the Executive Director to promulgate, after consultation with the Advisory Committee on Administrative and Budgetary Questions and subsequent deliberation and approval by the Executive Board, the Financial Regulations required by the specific needs of UNICEF;

(b) Requested the Executive Director to prepare a draft of UNICEF Financial Regulations appropriate to UNICEF needs, ensuring, to the maximum extent possible, conformity with relevant United Nations Financial Regulations, and taking into consideration the recently adopted Financial Regulations for UNDP, wherever appropriate for UNICEF, also to present to the Board information regarding the points where they differ from those regulations;

(c) Requested the Executive Director to obtain the comments of the Advisory Committee on Administrative and Budgetary Questions thereon.

1986/9. Supplementary funding

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), decided:

(a) That the substantial importance of supplementary funds contributions to UNICEF activities be reconfirmed within the basic policy that supplementary funds contributions would not be received from a Government unless it remained a generous contributor to general resources, and that the other existing policies and procedures governing supplementary funds as described in paragraphs 3 to 16 of document E/ICEF/1986/L.2 be maintained;

(b) That the concern to preserve the integrity and the multilateral nature of UNICEF work, which has sometimes been related to the proportion of supplementary funds to general resources, be judged in the light of past experience of the notable stability of the proportion of supplementary funds to general resources, and in the context of the medium-term plan and the "noting" mechanism which permit the Board to control the projection of both supplementary funds income and projects to be funded therefrom;

(c) That, taking into account the recommendations of the Advisory Committee on Administrative and Budgetary Questions, efforts be continued to improve project preparation to reflect the proper proportion of all programme components and requirements and to relate this to the budgetary process so as to ensure that those costs identified in paragraph 57 (a), (b) and (c) are charged to the appropriate funding source;

(d) That interest continue to be credited to general resources to compensate for other indirect costs which would be difficult or very costly to capture and would necessitate additional staff;

(e) That the situation be reviewed by the Executive Board in a preliminary way in the context of the approval of the 1988-1989 budget.

1986/10. One-time installation costs for UNICEF House

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15):

(a) Authorized the Executive Director to allocate up to \$1,281,500 for the one-time installation costs for UNICEF House, in addition to the \$2 million already appropriated by the Board in approving the 1986-1987 budget estimates during its 1986 session;

(b) Agreed with the recommendation of the Advisory Committee on Administrative and Budgetary Questions that, in the first instance, this budgetary allocation should be made from within existing resources, with any need for additional appropriations being reported in the revised budget estimates for 1986-1987 to be submitted to the Executive Board at its 1987 session;

(c) Requested that the Executive Director continue to make the maximum efforts to ensure that, wherever feasible, actual expenditures are further reduced below the level of the allocation in accordance with the guidance provided by the Advisory Committee on Administrative and Budgetary Questions and the members of the Board at its present session;

(d) Requested the Executive Director to provide to the Executive Board at its 1987 session a report on the expenditures on one-time installation costs for UNICEF House and to include the report as an item for discussion in the agenda of the Committee on Administration and Finance.

## 1986/11. Greeting Card Operation

### I. Greeting Card Operation work plan expenditure estimates for the 1986/87 financial year

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), decided:

(a) To approve for the 1986/87 financial year (1 May 1986 to 30 April 1987) work plan expenditure estimates as detailed in column II of table 7 of E/ICEF/1986/AB/L.6;

(b) To authorize the Executive Director:

(i) To incur expenditures up to the totals given in column III of table 7 should the apparent demand before and during the season increase beyond the estimates used for the basis of the figures given in column II; conversely, should the apparent demand before and during the season decrease, the Executive Director would reduce expenditures below the level indicated in column II to the extent necessary;

(ii) To spend an additional amount equivalent to any increase in the total work plan expenditure estimates which may be required for operations outside the United States of America as a result of increases in the value of other currencies in relation to the United States dollar;

(iii) To transfer funds between allotment accounts as required;

(iv) To extend the duration of the interregional sales development programme for an additional year until 30 April 1988; no additional funding is requested;

(c) That a report should be presented to the Board in 1987 on the steps taken in all countries towards improving profitability both nationally and globally bearing in mind the desirability of achieving a 50 per cent goal.

### II. Revenue estimates for the 1986/87 financial year

The Executive Board, on the recommendation of the Committee on Administration and Finance (E/ICEF/1986/AB/L.15), noted that, for the 1986/87 financial year, gross Greeting Card Operation revenues are estimated as indicated in column II of table 7 of document E/ICEF/1986/AB/L.6.

## 1986/12. Children in especially difficult circumstances

The Executive Board:

1. Notes the broad and strong consensus on the timeliness of the policy review undertaken on the important subject of children in especially difficult circumstances, taking particular note of the fact that its joint session with the non-governmental organization Forum focused attention on this subject, and expresses appreciation to the UNICEF secretariat for involving and consulting with concerned organizations in the preparation of the documentation on the subject (E/ICEF/1986/L.3 and E/ICEF/1986/L.6);

2. Notes the recommendations contained in document E/ICEF/1986/L.3 and in that context reaffirms UNICEF's mandate and its responsibilities for the child as a whole;

3. Notes with concern the large and growing number of children in especially difficult circumstances, notably children in areas of armed conflict and those affected by natural disasters, children in exploitative work situations, street children and children subject to abuse and neglect, and recognizes that feasible preventive and rehabilitative measures are available to support physical, mental and social development of many of those children; and notes the support of the international community for the early adoption of a convention on the rights of the child which bears significantly on the situation of those children;

4. Endorses the following activities, among others, as UNICEF's response with regard to the children in especially difficult circumstances:

(a) At the country level:

- (i) The scope of the regular analysis of the situation of children should be widened, where feasible, to include children in especially difficult circumstances in order to enable appropriate consideration for policy or programme action;
- (ii) UNICEF support may be provided to government organizations, universities, institutes, non-governmental organizations and community-based organizations to formulate policies and to plan and implement effective actions for children in especially difficult circumstances;
- (iii) The country programmes should include support, where it is needed and requested, for children in especially difficult circumstances and, wherever possible, should integrate such support into the existing UNICEF-supported programmes;
- (iv) UNICEF should promote, where necessary, in Government, professional groups and private sectors, enhanced awareness concerning children in especially difficult circumstances and of the need for preventive and rehabilitative action for them;

(b) At the international level:

- (i) UNICEF should collaborate closely with other relevant international agencies involved in actions relating to children in especially difficult circumstances. Regarding street children, UNICEF should play a major role within the United Nations system and collaborate with concerned agencies;
- (ii) UNICEF should, in collaboration with National Committees, international agencies and non-governmental organizations, promote dissemination of information and raising of awareness about children in especially difficult circumstances and the need for appropriate action;
- (iii) UNICEF, in collaboration with Governments, should promote and assist the collection, analysis and diffusion of information with regard to the children in especially difficult circumstances. It should also

contribute to an information-sharing network, including transfer of scientific/technical knowledge from developed to developing countries pertaining to this area;

- (iv) UNICEF should take active interest and participate in the work being done within the United Nations system for the establishment of a legal framework for rights, needs and requirements for children;
- (v) All countries should consider increasing resources contributed to UNICEF to undertake expanded programme activities with regard to children in especially difficult circumstances. UNICEF should also seek specific-purpose contributions, where appropriate, for projects in this area. Technical assistance and training facilities may also be provided to countries, upon their request, for better and effective implementation of such projects;

5. Requests that UNICEF develop an implementation strategy with special attention to improved staff training and appropriate allocation of resources and staff time within the framework of its mandate to undertake activities relating to children in especially difficult circumstances, taking into account its priorities and overall resource situation, and the need for UNICEF to concentrate mainly on advocacy and to rely primarily on Governments and voluntary agencies for implementation;

6. Requests that activities undertaken by UNICEF in this area be reported annually through the Executive Director's report to it at its sessions.

10th meeting  
25 April 1986

#### 1986/13. Future work and procedures of the Board

1. At its 10th meeting, on 25 April 1986, the Executive Board, on the recommendation of the Working Group on the Future Work and Procedures of the Executive Board (E/ICEF/1986/CRP.30):

(a) Re-emphasized the need for the Advisory Committee on Administrative and Budgetary Questions to schedule its sessions so as to allow the Committee to examine and give its report on the UNICEF budget in time for that report to be studied by the Executive Board member countries in advance of the session; and requested the secretariat, in consultation with the Bureau of the Board, to pursue its ongoing discussions with the Advisory Committee on Administrative and Budgetary Questions in this regard and to report on the outcome;

(b) Decided to ensure that the agenda for the Executive Board and its Committees at the regular sessions would be organized so as to permit adequate in-depth discussions during such sessions by:

- (i) Achieving the most rational use of time through concise and concrete interventions (by limiting the length of statements of both delegates and the secretariat) and by strict observance of punctuality;
- (ii) Allowing for maximum interaction, exchanges of views and questions and answers as issues arise, without being structured by a formal speakers' list;

- (iii) Utilizing the alternative of informal consultations (both in-session and pre-session);
- (iv) Consulting relevant secretariat staff members where additional information might be required, on an informal, in-session basis;
- (v) Scheduling of extended meetings for the Committees as required;
- (vi) Setting a time-limit of 15 minutes for secretariat presentations and 10 minutes for interventions by delegates;
- (vii) Taking advantage of any other arrangements that future experience and future needs would suggest;

(c) Decided, in the organization of its work, to ensure:

- (i) Rational and practical allocation of agenda items, including consideration of amalgamation of items for discussions in the Board and the Committees;
- (ii) That ceremonial events would be organized so as not to take up time of the Board session;

(d) Recognized the efforts of the secretariat to improve the contents of programme information in line with the views expressed on the subject at the 1985 session of the Executive Board and recommended that at each Executive Board session the secretariat make an in-depth presentation of one or two large or medium-sized programmes for each region and one or two mid-term reviews of programmes begun several years earlier. Such presentations should contain a careful assessment of the selection of priorities, the inputs chosen, the mechanisms for Government/UNICEF co-operation and the forms and extent of collaboration between the UNICEF country office, the UNICEF regional office and the programme desks at headquarters. The object of the reviews would be to enable the Programme Committee to evaluate better the programmes and to suggest the continuation or reorientation of the programme as well as changes required to improve it, taking into account the views of the country concerned;

(e) Requested the secretariat to develop guidelines for the preparation of regional reports on programme development and country programme recommendations (CPRs), taking into account the information needs of the Executive Board and its Committees as contained in the annex;

(f) Decided to carefully examine the programme documentation presented to it at its 1987 session, with a view to formulating concrete suggestions for further improvements, keeping in mind subparagraph (e) of Recommendation 7 (E/ICEF/1985/CRP.54) as well as the various points made with respect to documentation during its several meetings in 1985-1986 (summarized in the minutes of the Working Group meeting on 26 February 1986 (WG/1986/6));

(g) Decided that the Working Group would continue its work in 1986-1987, concentrating, in collaboration with the relevant and substantive parts of the secretariat, on the following tasks which need further examination:

- (i) Examining means of clarifying the presentation of programme and administrative budgets;

(ii) Examining the possibility of achieving a "biennial concentration" of the Executive Board's work, in phase with the biennial budget cycle;

(h) Decided that the Working Group would continue to examine ways and means to further improve the work of the Executive Board and consider to what extent the Working Group might facilitate the work of the Executive Board.

2. At the same meeting, the Executive Board also decided that:

(a) The final meeting of the Working Group should be held during the 1987 Executive Board session, bearing in mind the organization of work and without overlapping with any formal meeting;

(b) In order to facilitate the work of the Working Group, it would be preferable that the Chairman of the Board preside also over the Working Group.

1986/14. Report on the implementation of UNICEF programme priorities

The Executive Board,

Taking into account the discussion during the 1986 session of the Board on the balance in the implementation of UNICEF priorities, within the established framework of health, including family planning, nutrition, water supply, education, social development and women's role in the family,

Bearing in mind the review of the child survival and development revolution to be undertaken at the 1987 session of the Board,

Requests the Executive Director to submit to the Board at its 1987 session a report examining the emphasis given in the implementation of UNICEF priorities. The report should focus on the balance in the implementation and include proposals for the future orientations of UNICEF activities aimed at implementing those priorities. Furthermore, the report should take into account, on the one hand, the diversified needs, in the various countries, of mothers and children and the causes of their high vulnerability and, on the other hand, the best use, in the long term, of the available resources in the recipient countries and at the international level.

10th meeting  
25 April 1986

1986/15. Review of UNICEF communications strategy, including development education, in industrialized countries

At its 10th meeting, on 25 April 1986, the Executive Board decided that a review of UNICEF communications strategy, including development education, in industrialized countries should be carried out and that a report should subsequently be presented to the Executive Board at its 1987 session, together with recommendations for improving the effectiveness of UNICEF activities in the field of advocacy to support its work in the developing world.

1986/16. Declaration on the occasion of the fortieth anniversary  
of the United Nations Children's Fund

On the occasion of the fortieth anniversary of the United Nations Children's Fund, which occurs during this important International Year of Peace, we, the members of the Executive Board and representatives of the National Committees for UNICEF and non-governmental organizations:

Note with respect the dedicated efforts of tens of thousands of individuals - delegates to previous sessions of the Executive Board and government officials, volunteers and staff of National Committees and non-governmental organizations, members of the secretariat, colleagues within the United Nations system and allies in many fields - who for forty years have crafted and sustained UNICEF as the world's lead agency for children;

Express our appreciation for the leadership of the Secretary-General of the United Nations in appealing to all heads of State to renew their countries' efforts for the well-being of children and to reaffirm their commitment to the goal of universal child immunization by 1990 as a fitting commemoration of the fortieth anniversary of the United Nations, as well as the needs of the children as a whole;

Are mindful of the enormous responsibility borne by the current generation of the UNICEF family to carry on the legacy entrusted to us for the service of children;

Reaffirm very strongly that children should not die needlessly while means are readily at hand at modest cost to prevent their deaths, and that children must be assured a family and community environment in which they may grow - protected from disease, with adequate nutrition, proper sanitation, appropriate education, and opportunity for development as contributing citizens of their communities, their nations and their world;

Are encouraged by the very positive consciousness of the interests of children so widely reflected in the observance of the fortieth anniversary of the United Nations;

Call upon all Governments, organizations and institutions and individuals throughout the world:

1. To demonstrably strengthen their attention to the vital needs of children and their families as an essential protection for the future of each society, despite current economic and political difficulties;

2. To mobilize all necessary efforts to achieve the significant acceleration in child survival and development which is now possible, for which accomplishment of the United Nations goal of universal child immunization by the year 1990 and expanded awareness, access to and use of oral rehydration therapy represent readily achievable and essential first steps for the strengthening and expansion of primary health care and basic services for all communities;

3. To sustain their determination that the first priority of society must be the protection, growth and development of children, for whose future each current generation of human kind is entrusted.

\* \* \*

Through these commitments to the work ahead, we strongly believe that UNICEF's forty years of service for children can be commemorated in the most befitting manner, and that an essential contribution can be made towards fulfilling the Charter obligation of the United Nations "to save succeeding generations" by building a healthy foundation for the encouragement, nurturing and protection of a more peaceful world.

WE CELEBRATE TODAY TO ACHIEVE GREATER PROGRESS IN OUR WORK FOR ALL CHILDREN TOMORROW.

10th meeting  
25 April 1986

1986/17. Joint meeting of the UNICEF Executive Board, the Non-Governmental Organizations Committee on UNICEF and the National Committees for UNICEF

The Executive Board:

1. Welcomes the opportunity provided by its joint meeting with non-governmental organizations and UNICEF National Committees to exchange views on areas of common concern with special focus on the outcome of the 1986 NGO Forum on action for children - unfinished business;
2. Recognizes that on the occasion of the fortieth anniversary of UNICEF it was particularly appropriate for the entire UNICEF family - the Executive Board, secretariat, National Committees and non-governmental organizations - to reflect together on the work still to be done for the well-being and welfare of children, and that the reports and recommendations presented at the joint meeting have contributed to the Board's consideration of the issues addressed at its current session on policy review of children in especially difficult circumstances;
3. Encourages the NGO Committee on UNICEF, in view of the usefulness of these encounters, to organize similar NGO forums in the future at the time of the Board sessions; and believes that joint meetings of the Executive Board, the non-governmental organizations and the National Committees for UNICEF may be taken advantage of during Executive Board sessions as appropriate, particularly in connection with discussions on major policy issues affecting the well-being of children;
4. Requests the Executive Director to transmit the report of the 1986 NGO Forum to the Governing Council of the International Labour Organisation.

10th meeting  
25 April 1986

1986/18. Special session of the United Nations General Assembly on the critical situation in Africa

The Executive Board,

Noting with satisfaction the decision of the United Nations General Assembly to convene a special session to consider in depth the critical economic situation

in Africa, focusing, in a comprehensive and integrated manner, on the development problems and challenges facing African countries,

Emphasizing that the special session should reflect the concern of the international community for the peoples and countries of Africa,

Expressing its appreciation to the international community and the United Nations system for their positive response to the emergency situation in Africa and recognizing the need to continue to extend that support to fulfil unmet emergency and development needs of African countries in a well co-ordinated and concerted manner,

Expressing its conviction that the efforts to overcome the critical situation in Africa will require innovative and action-oriented policies and programmes aimed at developing and benefiting from the vast human resources of the African continent,

Stressing that measures aimed at ensuring a better future for children and their welfare and well-being are an integral part of the development of human resources,

Requesting policy-makers to keep always in mind the potential impact on the food, nutrition and health of the more vulnerable groups in African societies, notably low-income women and children, of steps deemed necessary to address national economic problems,

1. Calls upon the General Assembly at its special session to support policies and programmes aimed at development of human resources in Africa taking into full account the needs of the children and mothers in the overall development objectives and plans;
2. Also calls upon the General Assembly at its special session to support policies and programmes which could, inter alia, enable African States to achieve with other nations the global objective of health for all by the year 2000, as well as the goal of universal child immunization by 1990, which has been endorsed by African Ministers of Health;
3. Commends the Executive Director for his valuable efforts in taking timely and appropriate steps in responding to the critical situation faced by the children and mothers in Africa;
4. Decides that UNICEF, within its mandate, shall take into full account the relevant recommendations of the General Assembly at its special session and make necessary efforts, in accordance with decisions of the Executive Board, and in collaboration with the organs, organizations and bodies of the United Nations system as well as with the non-governmental organizations, for the implementation of those recommendations;
5. Requests the Chairman of the Executive Board to bring, in an appropriate manner, the contents of the present resolution to the attention of the General Assembly at its special session commencing on 27 May 1986 in New York.

10th meeting  
25 April 1986

1986/19. UNICEF priorities in Latin America

The Executive Board,

Taking note of the views expressed by the delegations of all the Latin American and Caribbean countries on the Board, namely Argentina, Brazil, Chile, Colombia, Cuba, Mexico and Venezuela,

Recognizing the impressive acceleration of immunization and oral rehydration therapy activities in Latin America, directed towards the goal of universal immunization by 1990,

1. Expresses its complete support for UNICEF co-operation with Governments;
2. Recommends that these efforts continue in the Latin American region with special emphasis on:
  - (a) Giving intensive support to programmes designed to go beyond child survival and ensure the full development of the child. Accordingly, priority should be given to all programmes aiming at the monitoring of children's growth and development, supplementary feeding and the promotion of breast-feeding;
  - (b) Supporting programmes in pursuit of women's full participation in development as a means of raising the quality of life for the family. To this end, it is important to launch or accelerate such programmes as training, employment and the generation of new sources of income for women; protecting the relationship of the mother to her children; and access to health services and, in general, to opportunities which imply an improvement in living conditions for women and children;
  - (c) Supporting programmes concerned with children in especially difficult circumstances and, in particular, street children and abandoned children;
  - (d) Co-ordinating efforts to solve the main problems faced by children in difficult circumstances, working in harmony with Member States and in close collaboration with other international and non-governmental organizations;
  - (e) Continuing research on the impact of economic recession on social programmes designed to improve the living conditions of the most vulnerable groups of the population.

10th meeting  
25 April 1986

1986/20. UNICEF experience in operational activities for development

The Executive Board,

Responding to General Assembly resolution 40/211, in which the Assembly, inter alia, invited governing bodies of the organizations of the United Nations system to provide the Economic and Social Council and the General Assembly their views of the system-wide policy issues relevant to the General Assembly's triennial comprehensive policy review of the operational activities of the United Nations system,

Emphasizing the desire for a coherent and co-ordinated United Nations system in the field of operational activities for development as outlined in General Assembly resolution 40/211,

Recalling the key importance of mothers and children in the development efforts as well as the significant impact that the operational activities of the United Nations system can have on these groups,

Noting the importance the General Assembly and the Economic and Social Council have placed on such issues as aid co-ordination, the changing needs for technical assistance, women in development, the critical situation in Africa, financial difficulties affecting developing countries, and mobilizing resources for operational activities,

1. Draws to the attention of the General Assembly and the Economic and Social Council the following system-wide issues that the Executive Board considers of particular relevance to the triennial comprehensive policy review of the operational activities of the United Nations system:

(a) The beneficial impact aid co-ordination can have for mothers and children, as evidenced by the experiences of UNICEF in support of the Resident Co-ordinator and the Joint Consultative Group on Policy, and in its work with other United Nations organizations, bilateral agencies and non-governmental organizations;

(b) The relevance of adapting technical assistance to the changing needs of developing countries by promoting maximum use of low-cost interventions combined with social mobilization as evidenced in initiatives such as the child survival and development revolution;

(c) The need to integrate fully women's concerns into development activities and UNICEF's experience in this regard;

(d) The necessity of promoting full consideration of the impact on mothers and children when implementing stabilization and adjustment programmes as evidenced, for example, by recent UNICEF experience in assisting national Governments;

(e) The crucial importance of a major global mobilization for Africa where vulnerable groups have been the most severely affected and where food, health and economic policy issues are particularly intertwined;

(f) The relevance of sharing the experience of UNICEF in resource mobilization, particularly experience where collaboration with other United Nations organizations and other partners has proven effective;

2. Requests the Executive Director to prepare a brief background note on these issues, in accordance with Executive Board policies, to assist the General Assembly and the Economic and Social Council deliberations and their outcome and, in this connection, to co-operate with the Director-General for Development and International Economic Co-operation in the preparation of the comprehensive policy review.

10th meeting  
25 April 1986

1986/21. Draft convention on the rights of the child

The Executive Board,

Emphasizing the importance of a convention on the rights of the child,

Noting with satisfaction that the Commission on Human Rights, in its resolution 1986/59 of 13 March 1986, 2/ welcomed the efforts made by UNICEF with a view to promoting and protecting children's rights, life and well-being,

Taking note of the information contained in document E/ICEF/1986/CRP.7,

1. Emphasizes that the drafting of a convention on the rights of the child should be concluded without any further delay;
2. Requests UNICEF to participate in the work of the drafting of the convention as appropriate;
3. Encourages its members to assist in the work of the drafting of the convention for its early conclusion;
4. Requests the Executive Director to keep the Executive Board informed of the progress regarding the drafting of the Convention.

10th meeting  
25 April 1986

Notes

1/ See Official Records of the Economic and Social Council, 1985, Supplement No. 10 (E/1985/31), chap. V.

2/ See Official Records of the Economic and Social Council, Supplement No. 2 (E/1986/22), chap. II.

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