

Executive Board of the United Nations Children's Fund

Report on the first, second and third regular
sessions and annual session of 1994

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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.

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Part one

FIRST REGULAR SESSION OF 1994

Held at United Nations Headquarters from 23 to 25 February 1994

I. ORGANIZATION OF THE SESSION

1. The Executive Board of the United Nations Children's Fund (UNICEF) held its first regular session of 1994 at United Nations Headquarters from 23 to 25 February 1994.

A. Opening of the session

2. The session was opened by the Executive Director, who said that because of the unusual circumstances caused by General Assembly resolution 48/162 of 20 December 1993 and the recent election of an entirely new Executive Board, he had been asked to preside over the meeting until the election of the Chairman.

3. In his opening remarks, the Executive Director said it was his fondest hope that the revitalization of United Nations activities in the economic and social fields envisaged in resolution 48/162 would bear fruit immediately when the momentum of progress was tangible and measurable in much of the world. The structural changes were not ends in themselves, but would translate into effective policy guidance, common goals and strategies that worked and into substantive improvement in the ways that the components of the United Nations system worked together to promote human development. The secretariat welcomed wholeheartedly resolution 48/162 and believed that its effective implementation could lead to a stronger, more effective UNICEF (see also paras. 11-64 below and the annex, decision 1994/R.1/1). The secretariat also welcomed the opportunity to have more frequent dialogue with the Executive Board, which would promote greater transparency and understanding of the role and activities of UNICEF, particularly in the field. It would provide new opportunities for clear guidance by the Board to the secretariat, but the increase in the number of regular sessions of the Board should not be allowed to lead inadvertently to micromanagement.

4. The greatest strength of UNICEF was in the existence of a grand alliance for children, he said, a movement bringing together Governments and civil society around the globe. That broad collaboration must continue, not only with non-member States, but also with National Committees for UNICEF, non-governmental organizations (NGOs) and other strategic partners in the growing movement for children. Their effective participation, ongoing input and enthusiasm were critical to the future of UNICEF.

5. In addition to the dialogue on issues of structure and process, the Executive Board also had other important items on its agenda. Regarding the UNICEF Maurice Pate Award, he recommended, with the endorsement of the Bureau of the last Executive Board, that it be given to the All-China Women's Federation (ACWF) in recognition of its exemplary leadership in promoting the well-being of children and women on a nationwide scale. That remarkable organization had done much towards achieving the goals for children and development in the 1990s (see also paras. 91-92 below and the annex, decision 1994/R.1/5).

6. Concerning the Emergency Programme Fund (EPF), the Board had before it a recommendation to increase the planning level from \$14 million to \$30 million for the 1994-1995 biennium (E/ICEF/1994/P/L.2). UNICEF assistance had been called for in an increasing number of emergencies, many of them complex, in recent years. In 1992, UNICEF provided emergency assistance in 54 countries, and in 1993, the number rose to 64. Spending on emergencies had increased fourfold over the past four years, from \$49 million in 1990 to \$223 million in

1993, from under 10 per cent of UNICEF programme expenditures in 1990 to 28 per cent in 1993. To date, EPF had been used effectively as a cash-flow mechanism, but with the increased scale of emergency programmes, and based on experience during 1992-1993, it was clear that the size of EPF was too small, even with the ability to call on the Central Emergency Revolving Fund (CERF). The increase would allow for a more efficient, rapid, and flexible UNICEF response to emergencies (see also paras. 108-112 below and the annex, decision 1994/R.1/7).

7. The new arrangements for inter-agency action on human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS) had been added to the agenda, he continued. UNICEF was working closely with the United Nations Development Programme (UNDP), the World Bank, the United Nations Population Fund (UNFPA), the United Nations Educational, Scientific and Cultural Organization (UNESCO) and the World Health Organization (WHO) on the establishment of a joint and co-sponsored United Nations programme on HIV/AIDS. The WHO Executive Board recently had passed a resolution in support of the effort. Inter-agency discussions had been under way for the past year, and were continuing, to identify operational steps that could be taken to improve collaboration among United Nations agencies in this important area. UNICEF was participating actively in those discussions and currently was chairing the Inter-agency Advisory Group on AIDS within the United Nations system. The secretariat could prepare a note to assist the Executive Board in its deliberations on the subject at an upcoming session (see also paras. 113-115 below and the annex, decision 1994/R.1/8).

8. Finally, the Executive Board was being asked to approve the revised proposal for the administrative and management review of UNICEF (E/ICEF/1994/AB/L.1). The new proposal incorporated the valuable comments made at the Board's 1993 regular session and also took into account, as requested by the Board, the restructuring and revitalization of the United Nations in the economic and social fields and the follow-up to the multi-donor evaluation. The secretariat was ready to get the study under way as soon as it was approved, in order to finalize it by the end of 1994. A number of measures had already been taken in that direction (see paras. 93-107 below and the annex, decision 1994/R.1/6).

B. Election of officers of the Executive Board

9. The officers of the Executive Board for the period 1 January-31 December 1994 were elected as follows:

Chairman: H.E. Miss Anna Semamba Makinda (United Republic of Tanzania)

Vice-Chairmen: Mr. Ronaldo Costa Filho (Brazil)
H.E. Dr. Khalil Makkawi (Lebanon)
Mr. Alexei A. Mojoukhov (Belarus)
Mr. Peter Post (Netherlands)

C. Adoption of the agenda

10. The agenda of the session, as adopted, is contained in document E/ICEF/1994/CRP.8.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Implementation of General Assembly resolution 48/162

11. Regarding General Assembly resolution 48/162 of 20 December 1993 on the restructuring and revitalization of the United Nations in the economic, social and related fields, one speaker hoped that implementation of the resolution would bring more efficiency to the work of the Board without compromising the input of participants. In general, delegations supported the principle of more frequent but shorter operational sessions rather than one annual session, and a simple record of decisions rather than lengthy resolutions.

12. One delegation stated that the annual session of the Board should be a series of substantive meetings where decisions were made regarding the functioning of the organization. Resolution 48/162 clearly mandated UNICEF (and other funds and programmes) to meet at their headquarters premises. Meetings must be conducted in all official languages, according to the present rules of the United Nations. The participation of observer delegations was a sovereign right.

13. One delegation stressed that the Board should be involved at the operational level, not in daily or policy issues. Regular meetings at regular intervals would allow for more continuity, and there should be less formal work at the Board and more dialogue between members. Short, problem-oriented documents should be prepared, aimed at decision-making. The annual session should be an opportunity for all members to discuss and agree on more general items.

Dates of future sessions

14. Regarding the dates of future Board sessions, one delegation stated that the concerns of small delegations and the issue of representation from capitals should be taken into account. Several delegations felt that the dates suggested by the secretariat for the third regular session, 21-23 September, were too close to the opening of the General Assembly and indicated a preference for dates earlier in the month.

15. One delegation said that the dates suggested by the secretariat for the annual and second regular sessions were too close, and in fact were back to back, and asked whether the regular session could be held towards the middle or end of May. The secretariat stated that the conference facilities at the United Nations had been reserved for those dates prior to the adoption of resolution 48/162 and it would be difficult to change them given the United Nations heavily charged calendar of meetings.

Committees

16. Several delegations suggested that the standing committee structure of past years (the Programme Committee and the Committee on Administration and Finance) should be abolished as there was always the possibility of setting up ad hoc groups. There should be a flexible machinery for establishing such groups, which perhaps could be established to address specific programme or administrative and financial issues. It also was suggested that the Board as a whole should be responsible for programme and finance decisions. Several delegations said that UNDP had a useful idea of holding one regular session for programme matters and another for administrative and budgetary matters.

17. One delegation expressed general reservations regarding the establishment of ad hoc working groups, but under the present circumstances was not averse to the idea until the structure of meetings evolved. Another delegation said that given the greater frequency of Board sessions resulting from the restructuring, the Board should have the flexibility to use ad hoc groups at the initial stage. One speaker cautioned against summarily abolishing the committees, which should be a decision based on the needs of the Board. The speaker did not favour ad hoc groups as a regular means of work and hoped that the Board would settle issues through meetings of the whole, which would be helpful for transparency. Another delegation previously had experienced misgivings on practical grounds, but could now join in consensus and urged other delegations to do so as well.

18. Several delegations indicated that while they did not object to the elimination of the committees, the Executive Board would not be able to prejudge its future needs. It might be found later that some type of committee was necessary. The Board should examine its working methods so as to allow for the efficient conduct of business and then establish the necessary structures, whether standing committees or ad hoc working groups. However, too many ad hoc arrangements might create difficulties. The matter should be re-examined at the end of the year.

19. The Chairman said that the consensus was that the old system of having two committees with permanent officers would not apply in the newly reconstituted Board, and that the Board would have to find a new system, which, for the present, would consist of the establishment of ad hoc groups to investigate specific issues and report back to the Board. (See the annex, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

The role of the Bureau

20. Many delegations said that the Bureau had an administrative role and was not a decision-making body or a governing structure for use between sessions. The Bureau should complement the newly restructured and redefined Board, reflecting the atmosphere of change. Secretariat participation should be limited to avoid its domination of the Bureau and ad hoc groups should be chaired by Bureau members. A speaker added that the Bureau, with one member from each of the five regional groups, should be a coordinating body and serve as a vehicle to provide information.

21. While stressing the administrative nature of the Bureau, several delegations called for more dialogue between member States and the secretariat, with the Bureau serving as a bridge between the secretariat and the Executive Board for administrative purposes, without becoming an additional bureaucratic layer. The secretariat could raise issues with the appropriate focal point in the Bureau, who would be in regular communication with members of the Board.

22. One delegation stressed the need for flexibility, saying it would not be useful to establish firm working methods for the Bureau at this point. The liaison function was acceptable, but the Bureau should decide upon its own processes and relationship to the secretariat and the Executive Board.

23. It was agreed that a five-member Bureau would act as a bridge between the secretariat and the regional groups. Participation of the secretariat should be limited and the Bureau should not have decision-making functions. Members of the Bureau should chair working groups or committees. (See the annex, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Conference facilities

24. The Deputy Executive Director, Operations, explained about the preliminary work done by the secretariat on the issue of building conference facilities on the premises of UNICEF headquarters, as specified in General Assembly resolution 48/162. She said that in making preliminary inquiries, the secretariat had acted under the assumption that interpretation facilities would be required for all six official languages and that space would be needed for some 100 seats to accommodate both Board member and observer delegations. If the Board decided otherwise on these points, the secretariat would, of course, take its decisions into account.

25. First, the secretariat had looked at the Labouisse Hall, located on the B-1 level of UNICEF House, she said. At present, the room had facilities for interpretation into two languages and some construction work would be necessary to accommodate the other four. The most costly part of the work would be rearranging the room, hopefully without losing its present flexibility, although she was not sure if this would be possible. It was estimated that it would cost approximately \$500,000 for this conversion.

26. Another possible option would be to use other floors at UNICEF House, but this would only be possible on the west side of the building where there was sufficient depth between the windows and the building case. The two top floors of UNICEF House, which had not been included in the UNICEF "package" agreement with New York City, would pose some problems because of ceiling height limitations.

27. At 633 Third Avenue, it would be possible to use the north end of the building for a conference room, she said. In order to allow for an entry foyer, a cloakroom and the room itself, it would be necessary to add 8,000 square feet to the space already planned for immediate use by UNICEF as that space had not been included in the lease-purchase agreement with New York City. The cost for the construction would be approximately \$600,000.

28. The best options would thus be either the Labouisse Hall at UNICEF House or at 633 Third Avenue, she concluded. Once the Executive Board had made its final decisions on the number of languages for which facilities would be required and the degree of participation, the secretariat would make a detailed estimate of the costs of the proposed lay-out and submit it to the Board through the Advisory Committee on Administrative and Budgetary Questions.

29. Responding to a query from one delegation, the Deputy Executive Director, Operations, said that there had not been any negotiations with UNDP on the possibility of the two agencies sharing conference facilities, although UNDP had contacted UNICEF to ask how it was proceeding and if it would be possible to do so, either at 633 Third Avenue or in the Labouisse Hall. The latter was now a very flexible space that could be used for a variety of meetings, and the secretariat hoped that it could remain so, but that would depend on the changes required.

30. One speaker said that when drafting the text of General Assembly resolution 48/162, many delegations probably did not realize the costs that would be involved in the construction of new conference facilities. The question of the location of the interpreters also had to be considered, as did the fact that the funds could be put to better use in UNICEF programmes. Perhaps it would be possible to seek an exception to this provision of the General Assembly resolution.

31. Another delegation said that it was concerned about the cost of the facilities but was not suggesting any departure from the terms of General Assembly resolution 48/162. One delegation said the text of the resolution was quite clear: UNICEF was required to set up the facilities as soon as possible, without prejudice to its other resources. If the Board needed to take a decision on the facilities or the necessary resources, it should do so. The conference room would need space for interpretation into six languages and enough space for 100 delegations. There should be a table for the 36 Board members, with room for observers. It was important to explore the possibility of UNICEF and UNDP sharing facilities. The secretariat should explore this possibility and report back to the Board as soon as possible. It seemed that 633 Third Avenue would be the most appropriate site. Another speaker said that the secretariat should be flexible in its approach to the lay-out of the conference facilities, if possible including provision for smaller rooms or spaces for informal consultations.

32. Several delegations said that in view of the costs, it might be better to continue to use the conference facilities at United Nations Headquarters. A number of speakers said that there was no need to make a hasty decision as a number of factors must be considered, including the question of the participation of observers. Other speakers pointed out that General Assembly resolution 48/162 referred to holding Executive Board meetings at the headquarters premises only at such time when the facilities became available and, therefore, the Board could and should continue to meet at United Nations Headquarters for as long as possible. One speaker added that one aim of General Assembly resolution 48/162 was to refocus the work of the Board through meeting in a smaller venue, but that the new atmosphere of cooperation already evident in the Board's workings made the change unnecessary. Another speaker added that a final decision on sharing facilities with UNDP could not be taken quickly as the UNDP Executive Board was still considering an offer by the Government of Germany to relocate its headquarters to that country.

33. One delegation said that the idea of General Assembly resolution 48/162 was to separate the Executive Board from the usual way of doing business at the United Nations, and to that end, the transfer of Board meetings to UNICEF House should be done as soon as possible. Everyone was aware that there would be costs involved, but in fact UNICEF could have saved quite a bit of money by moving to New Rochelle. Another speaker said that this issue was a very important part of the consensus resolution of the General Assembly. In trying to have more frequent meetings, the Executive Board was being told that conference rooms were not available at United Nations Headquarters; there was a clear need for facilities at the headquarters of the agencies themselves. His delegation agreed that the costs quoted by the secretariat were quite high, but this must be seen in the context of the more effective implementation of the work of UNICEF that would result.

34. A number of speakers suggested that the secretariat explore the possibility of sharing conference facilities with UNDP. Some stressed that it was important to have more information on the exact costs of establishing the conference facilities and on the cost-effectiveness of the proposed change. With regard to sharing facilities with UNDP, one delegation said that moving across Forty-fourth Street might not be much different than moving across First Avenue. Questions also were raised about where the funds for the construction would come from, with a number of speakers stressing that programme funds should not be affected. It was mentioned that smaller delegations would have difficulty in attending meetings in different buildings. One delegation, however, said the secretariat must continue to work on a solution to this issue.

As a major donor, it believed that the basis for the Executive Board's work must be General Assembly resolution 48/162, and that continuing to hold meetings at United Nations Headquarters was not an alternative.

35. It was agreed that the secretariat would provide the Executive Board with further information on the issue, including detailed costings for possible options, including for facilities shared with UNDP and UNFPA. The secretariat would prepare a paper on the subject and present it to the Board in the near future. (See the annex, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Languages

36. Introducing this subject, the Secretary of the Executive Board said that at present, all Executive Board documentation appeared in all six official languages of the United Nations. However, it might be possible to reduce costs by having country programme recommendations (CPRs) in the three working languages (English, French and Spanish), as was the practice of UNDP. At most Executive Board meetings, there was simultaneous interpretation in six languages, although in the past, because of limited availability of conference services, there had been some meetings with interpretation in the three working languages or, exceptionally, meetings (usually informal or drafting meetings) without interpretation services. He said that the secretariat would appreciate the guidance of the Executive Board as to whether these practices should be continued.

37. Many delegations stressed the importance of using all official languages for the proceedings of the Executive Board and did not want to see this practice limited. However, some speakers suggested that Board members bear in mind the possibility of streamlining procedures and perhaps of reducing the number of official languages used for informal or even formal meetings because of the scarcity of resources. To this argument, one speaker said that rationalization of resources had never meant depriving delegations of their right to use the official languages. Another speaker added that the greatest savings came from allowing delegations to speak properly and understand what was being said.

38. Regarding the possibility of issuing CPRs in working languages only, one delegation asked what savings could be incurred by doing so. He added that those savings, which were probably considerable, might outweigh the cost of another conference facility. He suggested that delegations which were discussing reducing the number of languages were not trying to be restrictive, but rather to seek some sense of proportion and balance in the costs of the Board's work. The secretariat later informed the Board that issuing documents in all six official languages cost \$650 per page.

39. The Board decided to continue to have simultaneous interpretation in the six official languages for its meetings and to issue documents in those languages except for CPRs. The latter would be issued in the three working languages and in one of the other three official languages at the request of the country concerned. (See the annex, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Documentation

40. The Secretary of the Executive Board outlined a number of issues concerning documentation on which the guidance of the Board was needed. These included the continued application of the "six-week" rule, which required that

all documents be available in official languages at least six weeks before the start of a session, and the possible reduction in the number and length of the documents produced for each session. He added that the UNDP Executive Board had decided to have reports of no more than three pages which would include sections identifying the objective of the report, means of implementation and the decision requested of the Board. Where unavoidable, additional information would be provided in an annex or addendum to the report. In addition, the UNDP Executive Board had decided to replace summary records of its regular sessions with a report prepared by the secretariat containing the decisions adopted, which would be issued within a few weeks of the session and adopted at the next session.

41. The Secretary suggested that the Executive Board might wish to consider reducing the six-week deadline for documentation to three weeks, adopting the UNDP policy on the length of documents and abolishing summary records, at least for the regular sessions, as had been recommended by the Committee on Conferences and the General Assembly.

42. One delegation, supported by several others, said this was an area where the Board could rationalize its work so that the agenda could be issue-driven, as opposed to document-driven, as it was in the past. The Board should make a distinction between documents requiring a decision and those provided for information purposes only. The summary records should be abolished immediately, beginning today, as they were issued too late to be of use to most delegations. The documents requiring Board decisions should be much shorter; budget and technical documents might require annexes. The Board need not have an agenda item and discussion for each information document; instead, such documents could be tabled and delegations could raise questions on all of them at the same time. The Board should address the kind of reports it required and ensure that they were suitable for management purposes. There was no need for advocacy in documents produced for the Board. Finally, agenda items should be allocated according to issues rather than merely by the documents requested.

43. A number of speakers supported continuing the six-week rule, with one saying it was particularly important for sending documents to capitals and allowing sufficient time for consultations. One delegation supported reducing the time-frame to three weeks for the regular sessions, but said that the documents for the annual session should be ready six weeks in advance. Another delegation suggested that the six-week rule apply to documents requiring a decision by the Executive Board, and that it be reduced to three weeks for those documents for noting only.

44. Many speakers agreed that summary records should be abolished, with a number suggesting that they be retained for the annual session only. One delegation argued that there should be no summary records even for the annual session as this would place that session above the regular sessions in terms of importance, which was not the case.

45. The Executive Board agreed that all documents should be brief, focused and issue-oriented, and normally not be longer than three pages, with other information, if unavoidable, included in annexes. The Board also decided to abolish all summary records and to maintain the six-week rule when possible. (See the annex, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Decision-making procedures

46. The first speaker said that in the past, the Executive Board had adopted decisions containing preambular and operative paragraphs, with the negotiations on the wording taking a long time. He suggested that with regard to decisions with legal or financial implications, there should be a formal decision by the Board, but without preambular paragraphs. Where policy guidance was needed, the Board could use a concluding statement by the Chairman as a decision. One example of the latter would be the UNICEF contribution to the World Summit for Social Development, for which the Board would probably follow the Executive Director's recommendation. However, for the work plan of the Greeting Card and related Operations (GCO), a formal decision would be required, with the exact language formulated by the Executive Board.

47. Another speaker said that the change in the "culture" of the Executive Board would be most evident in the documentation prepared by the secretariat and in the decisions taken by the Board. In both cases, the results should be simple, focused and clear. Decisions should not repeat the substance of past decisions and there was no need for preambular paragraphs. There was no time for lengthy drafting sessions that took the place of discussion. Instead, the Board should give serious consideration to a format decided upon by the UNDP Executive Board, a "decision memorandum" prepared by the secretariat for adoption by the Board. Others agreed that it was important to reach consensus through dialogue, not drafting sessions, although it was stated that drafting might be needed for some issues. The use of clear and concise language would be important.

48. The Executive Director suggested that the Board might wish to refer this matter to the Bureau for further discussion, adding that some 10 years ago, the Board had not taken formal decisions. Instead, the reports on the Board sessions prepared by the secretariat had summarized the debates and conclusions and then been distributed to delegations for comments. With regard to the three-page limit on documentation, some refinements might be needed, for example, for the biennial administrative and programme support budget. CPRs might need to be longer than three pages, but perhaps could have a three-page executive summary. Informational and issue-oriented reports could be much shorter. In addition, much of the documentation for the present year was already in preparation and it might be best to continue, rather than interrupt, production. Perhaps the Bureau could discuss the fundamental principle of the three-page rule.

49. One speaker said that there was no need to refer the matter to the Bureau as there was a fair degree of consensus among delegations on the issue. Each document requiring a decision could include a draft text, and if a document was only to be noted, that would be done. Another delegation agreed that the UNDP model might be useful, with documents including a draft decision that could be discussed by the Executive Board. One speaker suggested that if there was no agreement on the draft suggested by the secretariat, it could be redrafted by the secretariat based on the discussion and an alternative text prepared. It also was stated that there would be a mechanism for informal consultations prior to Board sessions, which could be another means of communicating such information.

50. One delegation said that the Board should be cautious about changing its decision-making procedures, although it was generally in favour of simplifying the process. There currently were three models for decision-making, two of them used by the Economic and Social Council. The first was a chairman's summary,

which was a summary of a discussion and not a legal mandate, and, therefore, not useful for replacing Board decisions. The second was the agreed conclusions of the coordination segment of the Council; these had been designed to simplify the proceedings but, in fact, did not do away with negotiating sessions, as negotiations on the conclusions on humanitarian assistance had taken a full week and perhaps had been less transparent than other types of consultations. The third model was a summary of the decisions taken in a report to be submitted to the Board at its next session, but this could mean that it would take several months for the Board to approve its decisions.

51. Summarizing the discussion, the Chairman said that all members felt that lengthy drafting sessions and long preambles to decisions were unnecessary, but the Board did need to find a modality for deciding on precise language. The format of the reports prepared by the secretariat would be very important in that regard. The Board decided that decisions should be short, in principle without preambular paragraphs, and address the specific issue under consideration. It also decided that consideration should be given to further simplification of its decision-making procedures. (See the annex, decision 1994/R.2/1 for the recommendation as adopted by the Executive Board.)

Reports

52. In introducing this subject, the Secretary of the Executive Board stated that resolution 48/162 required the Board to submit an annual report to the Economic and Social Council, which would include a section with a common structure for the development funds and programmes on the basis of specific areas designated by the Council. The current format of the annual report could be adjusted to fit these requirements; a report could be issued for each regular and annual session summarizing the discussion and decisions taken. The reports would be submitted to the next session for approval and all the reports would be consolidated as an annual report to the Economic and Social Council. The Executive Board followed the calendar year, from January through December, and the Council's substantive session would be held in July, so for purposes of the annual report to the Council, the period of time covered would be from July to June.

53. One delegation said that there were a number of issues to be covered under the subject of reports. The Board must present a report to the Economic and Social Council that was short and issue-oriented, rather than a general discussion and details on decisions for the Board's own work. The Board should reach a consensus on the report at the end of each regular session, with a draft or summary available at the end of the session so that members could indicate agreement with the text. The text of all decisions should be available at the end of each session. Another speaker said that if reports were not adopted or at least finished by the end of each session, the Board would run the risk at the next session of re-opening debate on subjects already covered. It also was stated that dissenting views must be recorded in the reports.

54. One speaker said that a simple, short report could be prepared for the annual session and a compilation of reports presented to the Economic and Social Council. The report to the Council should identify the Board decisions requiring substantive action, as opposed to those in which the Board took note of documents. The report also should identify those decisions taken at the request of the Council or the General Assembly. Another delegation said that in order for the Council to fulfil its role in reporting on substantive issues to the General Assembly, UNICEF would need to address substantive themes at the Council. There should not be a summary report available at each session of the

Board as this would lead to drafting groups and require too much time, defeating the point of shorter sessions.

55. Another delegation said that it was important for the Board to receive draft reports by the end of its sessions. Issues requiring action by the Economic and Social Council should be identified. The speaker requested that a background paper be prepared in coordination with UNDP and others for discussion of operational activities by the Council. A second speaker said there should be no distinction between the reports of the annual and regular sessions, which would be against the original idea of restructuring. A third speaker suggested that the chairman summarize the points made and decisions taken at every session, with those summaries constituting the reports. It should be made clear to the Council what UNICEF was doing and what actions had been taken in relation to its mandate.

56. Delegations agreed in their perception of the role of the Economic and Social Council in guidance and policy-making, with the Council having oversight and coordination functions. Because the Council required appropriate information to fulfil that role, one annual report would be submitted to the Council, annexing the reports from the regular sessions. The time-frame was not seen as a problem as the Board would have held three sessions before the Council's substantive session in July and 75 per cent of the Board's work would have been completed by then.

57. One delegation said that it was important to recognize the division of labour between the Executive Boards, the Economic and Social Council and the General Assembly stipulated in resolution 48/162. It was essential that reports take into account the Council's need to engage in coherent policy discussions on the activities of UNICEF and the other funds and programmes. One way would be for the Chairman to provide a summary and another would be to have a rapporteur. In any case, the report must comprise a list of decisions taken and must be issue-oriented. It would take one cycle of the Board year to see how this worked.

58. The Secretary of the Executive Board described the current format of the Board's report to the Economic and Social Council, which included a summary of debates of the plenary meetings and the formal decisions adopted, with the reports of the Programme Committee and the Committee on Administration and Finance annexed to the report. At the end of the Board's annual session, drafts of the Committee reports were distributed for delegations' comments. This procedure could be followed for each session of the newly reconstituted Board and the reports compiled for submission to the Council. Issues of coordination and operational activities should be brought to the attention of the Council in the context of its triennial review of operational activities for development.

59. Several delegations asked if a draft of the annual report could be submitted at the annual session for comments so that it could be amended at the end of the same session. If issues related to the triennial review were to be raised, the Board would require guidance at the beginning of the session in order to be able to provide substantive input.

60. The Executive Board agreed that its reports would follow the guidelines provided in General Assembly resolution 48/162, annex I, paragraph 29 and annex II, section B, paragraph 2. Reports should be clear, concise and issue-oriented. In terms of format, reports of the regular sessions would not be distinguished from reports of the annual sessions. The report to the Economic and Social Council would be a compilation of the reports on regular and

annual sessions. Regarding timing of reports, UNICEF must comply with the schedule of the Economic and Social Council. For 1994, the Board would report to the Council on the first and second regular sessions and the annual session, which would summarize 75 per cent of its work. (See the annex, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

Improved modes for regular informal briefings

61. In his introduction, the Secretary of the Executive Board suggested that briefings be held before and after Board sessions. One delegation supported this proposal, but said that the briefings should not become informal consultations that would decide issues which should be decided at formal meetings of the Board.

62. Several delegations welcomed the idea of briefings as a means of increasing transparency, but asked if interpretation would be available. The secretariat said that if required by delegations, interpretation would be organized. One speaker asked if the issue of briefings could be linked to that of premises, which was important since as many as 184 delegations could attend. Another delegation said that informal consultations should take place at UNICEF premises, where smaller meeting facilities could allow for better interchange of ideas, clarification of documents and issue-oriented discussion, while minimizing the use of interpretation services. More formal briefings should be held at United Nations Headquarters, with full interpretation.

63. Another delegation said that when a decision was made to move the formal sessions of the Board to UNICEF premises, then the briefings also would take place there. However, the briefings should not take place at the expense of informal consultations. Other speakers said that briefings should follow the format of meetings held at the United Nations and take place in its conference facilities. They should be announced in the Journal before the end of each Board session and also in between sessions, if necessary. It also was suggested that briefings be held at the request of member States and that senior UNICEF officials be present. Another possibility was that briefings be held during sessions of the Board, as well as before and after.

64. The Executive Board agreed that in accordance with General Assembly resolution 48/162, annex I, paragraph 28, briefings for members of UNICEF would be held before and after formal meetings of the Executive Board, but not limited to those times. Information on dates, time and venue would be supplied well in advance through the Journal. Interpretation would be provided for all official languages. (See the annex, decision 1994/R.1/1 for the recommendation as adopted by the Executive Board.)

B. Issues and agendas for consideration at future sessions

Calendar of meetings and allocation of items for 1994

65. The Executive Board had before it an informal paper prepared by the secretariat which proposed that the annual session be held 25-29 April and be devoted to discussion of major policy papers, issues of broader interest and GCO because of the time-frame of its budget year, which begins on 1 May. It also proposed that the second regular session take place on 2-4 May and focus on country programmes and regional and interregional recommendations and reports. The third regular session, proposed for 21-23 September, would provide time for a discussion of UNICEF policy in Central and Eastern Europe, the health strategy

paper (a subject of broad interest which normally would be discussed at the annual session) and the questions of UNICEF staff projections and GCO office accommodation, as requested by the Board in decision 1993/26.

66. Many speakers said that the Board would need to decide on the number of sessions to be held in 1994 and the division of labour between the regular and annual sessions. Several speakers said that the Board's workload would dictate the number of meetings, and that a clear view of the division of labour would be necessary before deciding on the calendar of meetings. Many delegations said that 1994 was a transitional year and that the number of regular sessions should not be determined in a rigid way. The number and length of sessions would change in future years. The primary goal was to preserve and enhance the quality of the work of the Board.

67. One delegation said that the informal document prepared by the secretariat did not take into account the policy-making role of the Economic and Social Council. For example, the document on the evaluation of the sustainability of activities (E/ICEF/1994/L.5) and the policy review of gender equality and empowerment of women and girls (E/ICEF/1994/L.5) would be more appropriately discussed by the Council. Another speaker said that the division of labour between the Executive Board and the Council should be clear.

68. One delegation said that the proposed dates for the second regular and annual sessions conflicted with field visits organized by UNDP. Also, the third regular session would be held after the opening of the General Assembly session. Several speakers said that because of the presence of high-level officials at that time, it would be difficult for them also to attend to the work of the Executive Board, especially those from small delegations. It would be better if the third regular session could be held earlier in September. Several delegations pointed to conflicts between the scheduled dates of Executive Board sessions and other important meetings and conferences, but there was general recognition that there would always be conflicts for at least some delegations.

69. A number of speakers said that the proposed back-to-back scheduling of the annual and second regular session was reminiscent of past annual sessions. The Board should bear in mind that the aim of restructuring was to distribute its workload more evenly. It was suggested that the second regular session be held at the end of March, but others disagreed with this proposal. In the future, it was agreed, regular sessions should be distributed evenly throughout the year.

70. It was proposed that the second regular session be held in advance of the annual session but still be linked to that session. Some delegations supported linking the two sessions. One delegation supported the secretariat's proposal regarding the division of labour between annual and regular sessions, but said that it was important to discuss the UNICEF strategy for major international events and conferences, such as the International Year of the Family, at the annual session. Several delegations suggested having one regular session for programme matters and another for administrative and financial matters.

71. Following a lengthy discussion of the issue, the Executive Board referred the matter to the Bureau, which prepared an informal paper detailing a proposed calendar of meetings and allocation of items for the annual session to be held 25-29 April, a second regular session to be held 2-6 May and a third regular session to be held 21-23 September.

72. According to a theoretical model also suggested by the Bureau (and adopted by the Board as an addendum to decision 1994/R.1/2 (see the annex)), broad

policy issues would be addressed at the annual sessions and managerial questions at the regular sessions. The proposed agenda distinguished between issues requiring action and those requiring review and/or noting. Clusters of work were identified for the regular sessions, taking into account the availability of documentation. The time-frame for meetings remained as originally proposed by the secretariat; other dates had been available for meetings with full conference services, but all had coincided with other meetings.

73. Delegations found the principles for the division of labour between annual and regular sessions to be appropriate and useful, reserving the right to suggest amendments and improvements at a later date. However, some delegations found that the allocation of some items did not reflect the division of labour as specified. There ensued a discussion on the allocation of specific items to the different sessions, with the secretariat responding and providing information as necessary. While some delegations supported the scheduling of back-to-back annual and regular sessions, several reiterated their objections, finding this in contradiction to the spirit of resolution 48/162, and it was proposed that the second regular session be held earlier in April or that the annual session be held later in May or in June.

74. The Chairman reiterated the reasons for holding back-to-back sessions: the Board would be able to take advantage of the presence of high-level representatives from capitals who would attend the annual session; with back-to-back sessions, these representatives also would be able to participate in discussions of the country programmes. Because of financial and/or personnel constraints, small delegations, particularly from developing countries, might not be able to attend both sessions if this entailed two separate trips to New York.

75. Several delegations said that the five-day regular session was too long, but were willing to accept it on an exceptional basis during this transitional year because of the Board's present workload.

76. Several delegations requested that the Executive Director include in his report information on activities undertaken in cooperation with the United Nations International Drug Control Programme. One delegation noted particular concern for the impact of drug abuse-related crime on children and felt that UNICEF had a unique opportunity to advocate the anti-drug message.

77. The Executive Board decided that in the interest of maintaining flexibility in the transitional year, the second regular session would be held from 25-29 April, followed by the annual session on 2-6 May. The agenda items for each session would remain as specified in the informal paper presented to the Board by the Bureau. (See the annex, decision 1994/R.1/2 for the recommendation as adopted by the Executive Board.)

Division of labour between regular and annual sessions

78. In a general discussion on the division of labour between the regular and annual sessions, a number of delegations stressed that policy discussions should take place at the annual session, which would have broader participation, including members of delegations from capitals. It was stated that policy issues such as the UNICEF priority for Africa were of interest to all Member States, not just Board members. One speaker suggested that as a starting-point, items for discussion should be organized thematically and clustered according to issues and not to documents. The regular sessions should, if possible, be

organized thematically, focusing on, for example, country programmes and related matters or administrative and financial issues.

79. However, the same delegation preferred to discuss policy issues at the regular sessions and suggested that the annual session focus on the report of the Executive Director (or relevant issues drawn from that report, as suggested by another speaker), the medium-term plan, follow-up to the World Summit for Children, the UNICEF contribution to the World Summit for Social Development, cooperation with WHO and UNESCO and issues of interest to National Committees for UNICEF, NGOs and other partners, such as GCO. Other delegations supported this proposal in general, although it was suggested that GCO be discussed at a regular session.

80. One speaker asked for a clear separation between policy items, which should be referred to the Economic and Social Council, and technical items, which were the responsibility of the Executive Board. In addition, the annual session also should consider the draft report of the Executive Board to the Economic and Social Council. Another delegation added that in the future, the need for specificity would be important; the Board would have to discuss whether the Council should consider policy issues, such as gender equality, in general, and decide what UNICEF would be asked to do in that area. The Board would need a clear definition of what it was to decide on and be informed about; this should be decided early on and the secretariat should think about the different bodies to which documents would be presented.

81. Another delegation said that on a theoretical level and ideally, there would be a broad discussion by the Economic and Social Council, on a system-wide basis, of the responsibilities of each agency. The decision of the Council would then come to the Executive Board, which would discuss its implementation. On a practical level, however, the documents presently being prepared by the secretariat were a result of the previous mandate of the Board, which did not have a mandate to allocate agenda items for the Economic and Social Council. If the Board did not discuss policy questions, it should at least examine the relevant documents briefly and make recommendations to the Council for its future debates.

82. The Deputy Executive Director, Programmes, said that the Executive Board would probably decide that it would be important for both the Board and the Economic and Social Council to consider policy questions. Perhaps the Board could include on its agenda a discussion of issues that would be addressed by the Council. Interaction between the Executive Board and the secretariat could focus the issues for the Council.

83. Responding to a suggestion by a delegation that the Board review UNICEF staff projections at the second regular session rather than in September at the third regular session as suggested by the secretariat, the Deputy Executive Director, Operations, said that those figures would not be available until later in the year because they were to be compiled as part of the administrative and management study. (See the annex, decision 1994/R.1/2 for the recommendation as adopted by the Executive Board.)

C. Rules of procedure

84. Introducing the subject, the Secretary of the Executive Board said that following informal consultations held prior to the start of the session, the Executive Director had requested the United Nations Office of Legal Affairs to

review the UNICEF rules of procedure (E/ICEF/177/Rev.5 and Corr.1) in the light of General Assembly resolution 48/162. The Office of Legal Affairs had advised the Executive Director that the present rules of procedure continued to apply until such time as the Executive Board decided to amend them. The Office also had made a number of comments regarding which rules needed to be amended as a consequence of resolution 48/162.

85. One delegation introduced a proposal (E/ICEF/1994/CRP.9), which the speaker said was a first attempt to revise the rules of procedure, taking into account the decisions already taken by the Board on its working methods. The proposed text tried to differentiate between rules of procedure and working methods, with the rules providing an enabling environment for the working methods. In drafting the proposed changes, the original rules of procedure had been adhered to as much as possible in order to maintain the unique character of UNICEF.

86. Following informal consultations on the issue, the Board decided to maintain the present rules of procedure until such time as they were amended and to establish an open-ended working group to review the present rules and make a recommendation no later than the 1994 annual session. (See the annex, decision 1994/R.1/3 for the recommendation as adopted by the Executive Board.)

D. Executive Board representation on the UNICEF/World Health Organization Joint Committee on Health Policy for the 1994-1996 biennium

87. The Chairman informed Board members of the need to elect an entirely new membership to the UNICEF/WHO Joint Committee on Health Policy (JCHP) for the 1994-1996 biennium, noting that the elections did not necessarily have to take place at the current session. Regional groups were urged to address the issue and select nominees, bearing in mind the criteria governing election to the Joint Committee.

88. Until now, the Executive Board had been represented by the (a) Chairman of the Board and the Chairman of the Programme Committee, both serving as ex officio members; (b) four representatives elected in their personal capacity; and (c) four elected alternates. In electing its representatives, the Chairman stated, the Board should ensure the election of countries that would be on the Board for at least two additional years, with due regard to those who have experience in the Board and expertise in the field of health and to ensuring a balance between developing and industrialized countries.

89. The Chairman reiterated that the issue of the election to the Joint Committee could be addressed at another session, once the issue of the Bureau and of the Programme Committee was resolved. She added that the same would apply to the composition of the UNESCO/UNICEF Joint Committee on Education (JCE).

90. During the brief discussion that followed, Board members agreed that given the decision regarding the role and composition of the Bureau and the Committee structure (see paras. 20-23 above and the annex, decision 1994/R.1/1), the issue of the restructuring and validity of the Joint Committees should be considered at a future session in 1994. In addition, the secretariat was requested to provide a history of the Committees for review. (See the annex, decision 1994/R.1/4 for the recommendation as adopted by the Executive Board.)

E. UNICEF Maurice Pate Award

91. The Executive Director introduced this agenda item, noting that the recommendation for the 1994 UNICEF Maurice Pate Award (E/ICEF/1994/P/L.1), which described the purpose, process, the recommended candidate and background information on the candidate, was endorsed by the former Bureau. In recommending ACWF, the Executive Director stated that as one of the largest women's NGOs in the world, ACWF was very active in village-level activities, especially universal child immunization. ACWF, he added, was preparing actively for the Fourth World Conference on Women, to be held in Beijing in September 1995.

92. Board member delegations fully endorsed the Executive Director's recommendation that the 1994 UNICEF Maurice Pate Award be presented to ACWF. Commenting on the lack of nominations from the Africa region and the need to increase the pool of nominees, as well as on the issue of equitable geographic representation, several Board members suggested that the nomination and selection procedures be reviewed at a future session. (See the annex, decision 1994/R.1/5 for the recommendation as adopted by the Executive Board.)

F. Revised proposal for an administrative and management review of UNICEF

93. In introducing the report on the revised proposal for an administrative and management review of UNICEF (E/ICEF/1994/AB/L.1), the Deputy Executive Director, Operations, informed that all comments made by Board members had been taken into account and reminded delegations that at the 1993 regular session the Executive Board had reviewed the secretariat proposal on the subject, as presented in document E/ICEF/1993/AB/L.8, and endorsed the overall approach and framework of the review. The issue was raised again in the context of UNICEF headquarters office accommodation, which was considered by the Board at a special session on 6 and 7 October 1993. At that time the Executive Board requested that the review take place in the fall of 1994 in the context of the review of the projections for the future levels of UNICEF headquarters staff (see E/ICEF/1993/17, decision 1993/26).

94. The Deputy Executive Director, Operations, reported that the secretariat had done a great deal of preliminary work on the review, including contacting both individual consultants and consultancy firms. Responses had been received from 11 firms to date, so the review could begin as soon as the Board took a decision. She also mentioned that the secretariat was examining how to ensure (a) that the consultants were from both developing and industrialized countries; and (b) that the review was carried out in the most efficient, cost-effective and independent manner possible.

95. Board members were informed that the Executive Director would appoint two team leaders, one each from a developing and an industrialized country, based on their knowledge of the United Nations and on their management skills. With regard to cost, the Deputy Executive Director, Operations, noted that the going rate for a reputable consultancy firm was \$15,000 per working day plus expenses. That rate, she acknowledged, was unacceptable to the secretariat and would be negotiated. In closing, she stressed the importance of the management review, especially in relation to the evaluation of UNICEF.

96. While several delegations noted with appreciation the efforts of the secretariat in the preparation of the report on this subject and supported the secretariat's proposal, two proposals for revisions to the report were circulated. With regard to the latter, delegations addressing the subject generally supported the tenor of the revised proposals, finding them constructive in refining the final review. Concern was expressed by some Board members, however, about the late receipt of the proposals which did not give them adequate time for an in-depth review.

97. Other concerns were raised by various Board member delegations. It was felt that the scope of the review should be more focused, targeting management issues rather than structure, and that, therefore, the terms of reference should be reformulated. It was felt, however, that the process should not be unduly delayed.

98. Several delegations highlighted the importance of taking into account the multi-donor evaluation of UNICEF, as well as the deliberations of the working group on evaluation, in the preparation of the management review. Several other Board members cautioned, however, that it might not be appropriate since the multi-donor evaluation was not officially endorsed by the Executive Board. Moreover, one delegation added that although there were indeed some links between the multi-donor evaluation and the management review, they were very separate issues and should be dealt with as such. The importance of the issues of accountability and the interaction of UNICEF with other parts of the United Nations system also were stressed. The secretariat assured the Board that these issues would be covered effectively in the review.

99. The selection of the consultants was viewed as very important to the successful completion of the management review, with several delegations suggesting that the secretariat use a process of competitive international bidding in their selection. More information was requested on the criteria and recruitment of the consultants.

100. The secretariat noted some constraints with regard to the international bidding process, particularly increased costs. The Board also was informed that the results would be different with such a process. The secretariat had contacted both individuals and consultancy companies and had received responses from 11 of them. Bearing in mind the need for developing country experience and staff, the process would entail high-level negotiations.

101. The secretariat explained further that there would be a close link between the consultants and the UNICEF secretariat and clarified the process already in place. There will be a senior coordinator, with one support staff member; the Executive Director and the Deputies will serve as a steering group regarding policy and strategy; and since UNICEF is a field-oriented organization, there will be an advisory group composed of senior headquarters and field staff, all to work with the consultants. There also will be working groups of different levels of staff. In addition, the UNICEF Global Staff Association will establish a liaison group to provide feedback to the staff since they are interested in the management review and secretariat wants their input.

102. Deliberations on the proposed budget focused primarily on the high cost and the secretariat was urged to find ways to reduce it, especially travel costs. One delegation clarified that although cost should be borne in mind, the type of management review requested by the Board was an expensive proposition. It was stressed, however, that the secretariat should try to find a quality company at as reasonable a cost as possible. The need for a cost-benefit

analysis was raised by one Board member delegation, while another delegation suggested the establishment of a cost-effective mechanism for dealing with staff costs.

103. With regard to the proposed budget, the secretariat explained that it was actually on the low side and expressed appreciation for the comment about the costs of engaging such consultancy firms. The budget included staff costs of a small internal team working full-time and travel costs, which were substantial. The secretariat added that savings from the approved budget were also going to be used.

104. Following informal consultations, a revised recommendation, taking into account the concerns of various delegations, was presented to members of the Board. In general, delegations expressed support for the proposal, noting that it reflected the changes requested and a good spirit of cooperation on the part of the secretariat.

105. One delegation requested the secretariat to provide the information note called for in the proposal as soon as possible, but no later than the next regular session, and the secretariat agreed to this request. The same delegation stated that the information note should contain not only the names of the consulting firms considered for the exercise and a description of the selection process, but also a detailed breakdown and analysis of the budget, in the interest of having the greatest possible transparency. The Deputy Executive Director, Operations, explained that the secretariat would not be able to provide much more detailed information on the budget until the study was finalized, at which time it would be possible to detail how the funds were spent. Normal practice, it was explained, was to obtain the number of billable hours from consultancy firms, and in the case of the administrative and management review of UNICEF, the fee paid by UNICEF would cover more billable hours than normally would be provided by that amount. Therefore, the secretariat would provide all available information at the next regular session and would submit more detailed information and an analysis of the budget when the review was finalized.

106. Another delegation reaffirmed the need for a financial ceiling and requested that the amount of \$1 million be represented in the proposal.

107. In closing the discussion on this issue, the Deputy Executive Director, Operations, stated that the secretariat, as well as the Board, had a common interest in spending as little money as possible on the review. She also accepted the aforementioned proviso provided the secretariat could come back to the Board at the next regular session if the amount of \$1 million proved to be inadequate. (See the annex, decision 1994/R.1/6 for the recommendation as adopted by the Executive Board.)

G. Emergency Programme Fund

108. In introducing the draft recommendation, as contained in document E/ICEF/1994/P/L.2, the Deputy Executive Director, Programmes, reminded Board members of their decision taken at the 1993 regular session not to approve the increase in the level of EPF from \$14 million to \$30 million for the 1994-1995 biennium pending the results of the General Assembly debate on CERF of the United Nations Department of Humanitarian Affairs (DHA) (E/ICEF/1993/14, decision 1993/7). In resubmitting the recommendation for Board approval, he commented on the deteriorating emergency situation, noting that UNICEF programme

expenditure on emergencies in 64 countries amounted to \$223 million in 1993. More than 90 per cent of that amount came from general resources allocations of the countries concerned or specific-purpose contributions. EPF, he added, gave UNICEF the capacity to respond rapidly to emergency situations.

109. He explained further that EPF (a) permitted UNICEF to respond to emergency situations not eligible for CERF, adding that although UNICEF used CERF advances more often than other organizations in the United Nations system and was the quickest to reimburse the Fund, UNICEF still required its own resources; and (b) contributed to inter-agency coordination by funding staff and missions. Moreover, several Governments as well as DHA have recognized the need for agencies to have modest reserves to deal with emergencies. He stressed that UNICEF was not proposing a major increase in general resources allocations to emergencies and, therefore, needed a larger reserve that could later receive donations from donors.

110. UNICEF was commended for its work in responding to emergency situations. However, many Board member delegations addressing this issue expressed concern about core funding being diverted from long-term survival, protection and development activities and noted the need for an appropriate balance between emergency and general resources funding. There was overwhelming support for increased coordination within the United Nations system/DHA, with one delegation expressing concern about responding to emergencies outside the coordinated DHA.

111. Several delegations stressed the need for a larger view of emergencies, including financial aspects, and wanted to postpone the decision until the Board had reviewed the report on the use of EPF. Other delegations agreed to the secretariat proposal, while still others agreed in principle, but questioned the need for such a substantial increase.

112. In responding to the debate, the Deputy Executive Director, Programmes, informed Board members that the proposal would account for only 2 per cent of general resources expenditure and that there was no diversion of resources from UNICEF programmes. With regard to the use of supplementary funding for emergencies instead of development programmes, he informed that normal country programme funds have also been used for emergencies as in Somalia. Country ceilings have been maintained, with UNICEF devoting increased attention to development goals in all emergency countries. In conclusion, he reiterated that the Executive Board had agreed at its 1993 regular session to review the EPF funding level for 1994-1995, noting that the secretariat would welcome a decision at the present session to ensure proper planning. (See the annex, decision 1994/R.1/7 for the recommendation as adopted by the Executive Board.)

H. Human immunodeficiency virus/acquired immune deficiency syndrome programme

113. Several Board member delegations expressed support for the important initiative of a joint, co-sponsored programme on HIV/AIDS and urged UNICEF to take an active role in the final design of a coordinated approach on HIV/AIDS prevention and care.

114. Several delegations expressed support for the proposal that the secretariat provide at the next regular session of the Board further information on how it could integrate its activities related to HIV/AIDS with the joint, co-sponsored programme currently being negotiated so that the Executive Board could work towards a recommendation for submission to the Economic and Social

Council. The same delegations stressed that the final decision of the Board on the UNICEF contribution to the programme should be taken only after a decision on the subject had been taken by the Economic and Social Council.

115. The secretariat agreed to prepare a paper on the subject, adding that UNICEF was concerned about how to ensure that the best arrangements were used so as to produce the most effective results. Board members were informed that UNICEF was already collaborating closely with other agencies, particularly WHO, UNDP and the World Bank, in HIV/AIDS prevention and care in some 30 countries. (See the annex, decision 1994/R.1/8 for the recommendation as adopted by the Executive Board.)

I. Closing remarks

116. With regard to changes in decision-making procedures, one delegation felt that drafting sessions were useful and should not be abandoned. As an example, the same speaker recalled that at the present session, draft proposals had been submitted for immediate consideration, which produced some confusion. And this situation, he said, could be aggravated in the future with shorter and more frequent sessions. In this connection, another delegation remarked that it would be useful for each session to have each decision in writing, whether taken orally or in writing. The UNDP format, he added, was worthy of Board consideration.

117. In his closing remarks, the Executive Director noted the beginning of a new era, with a different type of Board meeting. He also mentioned the important decisions that had been taken by the Board, adding that perhaps, most importantly, there was broad agreement on the calendar of events for the rest of the year and the division of labour between meetings. It was, he remarked, a good start to the process of implementing General Assembly resolution 48/162.

118. The Chairman reiterated that work would continue on General Assembly resolution 48/162, and thanked Board members for their cooperation and friendly approach to the issues before the Board. She added that the Board would look forward to improving the calendar of meetings and the distribution of work between sessions in the future.

Part two

SECOND REGULAR SESSION OF 1994

Held at United Nations Headquarters from 25 to 29 April 1994

I. ORGANIZATION OF THE SESSION

119. The Executive Board of UNICEF held its second regular session of 1994 from 25 to 29 April 1994 at United Nations Headquarters.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Opening remarks

120. In his opening statement, the Executive Director paid tribute to the UNICEF staff members who had been killed during the recent tragic events in Rwanda. Seven national staff and more than a score of their dependents had been senselessly murdered in what was the biggest single loss of UNICEF staff members in a single incident. The murdered Rwandan staff joined the honour roll of those who had given their lives in service to the world's children.

121. The Executive Director also paid tribute to Michael Shower, Counsellor to the Executive Director, who had died on 8 April. Throughout his career with UNICEF, Mr. Shower had been one of the "unsung heroes" of the child survival and development (CSD) revolution, and he would be sorely missed.

122. The Executive Board observed a moment of silence in honour of these individuals and many Board members expressed sympathy for their loss.

123. The Executive Director added that the events in Rwanda notwithstanding, UNICEF staff had returned to Kigali, the capital, to assess the situation and to arrange for the delivery of relief supplies. Similarly, UNICEF was doing its best in Bosnia and Herzegovina, especially for the besieged city of Gorazde.

B. Adoption of the agenda

124. The Executive Board adopted the following agenda for the session, as contained in document E/ICEF/1994/14/Rev.1, as orally amended:

- Item 1. Opening of the session and statements by the Chairman and the Executive Director
- Item 2. Adoption of the provisional agenda and organization of work
- Item 3. Rules of procedure: report and draft proposals submitted by the Chairman of the Open-ended Working Group on the Rules of Procedure
- Item 4. Report of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy
- Item 5. Report of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education
- Item 6. Proposals for UNICEF cooperation and programme reviews
- Item 7. Regional reports
- Item 8. UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States
- Item 9. Reports on field visits by the Executive Board
- Item 10. International Child Development Centre

- Item 11. Greeting Card and related Operations - 1994 work plan and proposed budget
- Item 12. Greeting Card and related Operations - financial reports
- Item 13. UNICEF financial reports
- Item 14. Other business
- Item 15. Closure of the session

125. One delegation said that according to the terms of reference for the administrative and management review of UNICEF, there should be informal consultations on the review during the second regular session and asked if the secretariat could schedule such consultations. The secretariat agreed to do so. Another delegation said that in the provisional agenda, too little time had been devoted to consideration of the 63 CPRs submitted for approval. This important subject deserved more attention during the Board session. In addition, the purpose of the recent reforms had been to make the Executive Board function more efficiently, but from the agenda it appeared that the Board would be spending more time in meetings this year than it had before the reform. The delegation attached great importance to the challenge of implementing General Assembly resolution 48/162 of 20 December 1993. There was no contradiction between wanting to spend more time on country programmes and less in meetings in general. This meant instead that the Board should make better use of its time.

126. The secretariat said that of the 63 country programmes submitted to the Board for approval in 1994, only 17 were for full-length country programmes. However, of the five days of the session, the Board would be devoting more than two full days to the subject.

C. Rules of procedure

127. The Chairman of the Open-ended Working Group established by the Executive Board at its first regular session of 1994 (decision 1994/R.1/3) informed the Board that after extensive consultations on the rules of procedure, the Working Group felt that further consultations would be necessary. On the recommendation of the Chairman of the Open-ended Working Group, the Board deferred consideration of the item until its annual session. (See the annex, decision 1994/R.2/1 for the recommendation as adopted by the Executive Board.)

D. Report of the UNICEF/World Health Organization Joint Committee on Health Policy

128. The Executive Board had before it the report of the UNICEF/WHO JCHP (E/ICEF/1994/L.10). Virtually all delegations commended JCHP and UNICEF on the value and comprehensiveness of the report. JCHP also was cited as an important means of coordinating UNICEF and WHO health policies and programmes and as one of the most important and influential advisory bodies in the field of international health. A representative of WHO said that for over four decades, JCHP had been instrumental in developing health policies and strategies focusing specifically on children and women. He added that the Executive Boards of UNICEF and WHO had a critical role to play in supporting countries and communities most in need.

129. Many delegations questioned whether the Executive Board should note or endorse the JCHP report because of the comprehensiveness and the significance of the recommendations, which the Board would not be able to discuss in detail. Several speakers said that the Board had always endorsed the recommendations made in JCHP reports to underscore the importance of their implementation; if the Board were only to take note of the recommendations, that would probably lessen the prospects for their implementation. A number of delegations said that because more time would be needed to study the recommendations, taking note of them would be appropriate and allow the Board to agree, in principle, to their implementation.

130. A number of individual delegations gave examples of issues that needed further consideration or resolution before they could endorse the recommendations. These issues included the need for health sector reform, the need to assess any possible financial implications and the feasibility of some of the short-term health goals as opposed to a focus on building sustainable systems for health care and delivery. One speaker stressed the primacy of the country programme approach, saying that priorities must be developed with the Government concerned at the country level. In a climate of uncertain financial resources, health priorities should take into account sustainable country programme priorities. Another delegation added that the JCHP report did not stress enough the intersectoral, socio-economic aspects of health.

131. The Executive Director said that JCHP had been in existence for some 45 years, and in that period the practice of the Executive Board had been not to treat JCHP reports as secretariat recommendations, but rather as recommendations of officially designated Board members and the Chairmen of the two agencies' governing bodies. The Board had always endorsed the recommendations and that practice should continue. If there were areas of the report with which Board members disagreed, the Board could address those questions. (See the annex, decisions 1994/R.2/2 and 1994/R.2/4 for the recommendations as adopted by the Executive Board.)

B. Report of the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education

132. The Executive Board had before it the report of the UNESCO/UNICEF JCE (E/ICEP/1994/L.13). A representative of UNESCO said that the two organizations had cooperated on many important projects for almost four decades, and the establishment of JCE in 1989 had been a significant achievement indicating a unique form of collaboration. In its four meetings, JCE had achieved its purpose, which was to facilitate a high-level exchange of views on strategies, approaches and new approaches in areas of mutual interest.

133. Several delegations commended the JCE report for its comprehensiveness. One speaker was pleased with the increasing importance given to education, as indicated in the report. Another speaker expressed concern about an over-emphasis on formal basic education, and said that more attention should be paid to informal adult education, especially extension services in remote areas. A third speaker said that her country, where significant progress was being made towards universal primary education, supported the work of JCE. Another delegation said that the proposal that JCE meet more frequently might downgrade the Joint Committee's effectiveness.

134. As was the case with the JCHP report, much of the discussion focused on whether the Board should endorse or take note of the recommendations contained

in the report. Some were in favour of endorsement, while others favoured noting. Some delegations felt that taking note would lessen the prospects for implementation of the recommendations. It was proposed that the Board discuss the important recommendations and then proceed. The Executive Director said that in the past, the recommendations of the Joint Committees were generally endorsed by the Board unless there were some areas of disagreement. (See the annex, decisions 1994/R.2/3 and 1994/R.2/4 for recommendations as adopted by the Executive Board.)

F. Criteria for membership on the UNICEF/World Health Organization Joint Committee on Health Policy and the United Nations Educational, Scientific and Cultural Organization/ UNICEF Joint Committee on Education

135. The Executive Board had before it a background note and recommendation by the Executive Director on criteria for membership on JCHP and JCE (E/ICEF/1994/L.11). The Deputy Executive Director, Programmes, introduced the report, saying that at a time of increasing concern about the effectiveness of the United Nations system, the two Joint Committees were unique, the only committees that brought together members of governing bodies to make policy recommendations. He reviewed the history of the Joint Committees and the Executive Director's recommendation concerning the criteria for membership.

136. A number of delegations agreed with the Executive Director's recommendations that the Chairman of the Board should be an ex officio member of both Joint Committees, and that there should be five members, with appropriate professional qualifications, representing the five regional groups. Some speakers disagreed with the suggestion that alternate members must come from the same ministry or department as the member, although many agreed that the alternate should be from the same country as the member to ensure equitable geographic representation. Several delegations suggested that the question of the duration of membership of the two Joint Committees needed to be reviewed in the context of rotation of Board membership among the various regional groups. (See the annex, decision 1994/R.2/5 for the recommendation as adopted by the Executive Board.)

G. Proposals for UNICEF cooperation and programme reviews and regional reports

Overall programme issues

137. The Deputy Executive Director, Programmes, presented an overview and introduction to the proposals for programme cooperation. He said that the "round-up" paper (E/ICEF/1994/P/L.3 and Add.1) served as a guide and financial summary of all the proposals before the Board, which totalled \$329 million in new proposals for general resources and \$614 million for new proposals for supplementary funding. The bulk of the recommendations were for short-duration "bridging" proposals that were designed to bring those programme cycles into harmony with the cycles of other United Nations agencies and, where appropriate, of Governments. This had been done in accordance with General Assembly resolution 47/199 of 22 December 1992 and was significant for field-level collaboration. He also outlined the process for preparing country programmes and the changes in the contours of those programmes, referring delegations to a report on the subject (E/ICEF/1994/CRP.26), as well as to the report of the

Executive Director (E/ICEF/1994/2 (Part I, Part II and Add.1)) and the medium-term plan for the period 1994-1997 (E/ICEF/1994/3).

138. Most delegations stated that the overview was very helpful. Several speakers said that it was difficult to understand the context and patterns of the 1994 CPRs without a more complete picture of the current pattern of UNICEF assistance to all country, interregional and global programmes. The secretariat replied that the overall picture for UNICEF financial assistance to all programmes was outlined in the Executive Director's report. To facilitate future programme reviews, the secretariat was preparing an estimate of the number of country programmes to be presented to the Executive Board for 1995, 1996 and 1997 (E/ICEF/1994/CRP.32). The recommendations presented in any given year were based largely on government planning cycles and, therefore, did not usually present a balanced picture of total UNICEF assistance. A projection of the probable levels of general resources and supplementary funding proposals could be extrapolated from recent trends.

139. In response to a concern expressed about the higher proportion of funds proposed for area-based programmes than for nutrition in 1994 recommendations, the secretariat said that this year, general resources support to area-based programmes was prominent mainly because of two large programmes, Egypt and Ethiopia; these area-based programmes comprised support to local-level initiatives in the areas of health, nutrition, education and other basic services. To comments on the apparent slow acceleration of nutrition and water supply and sanitation programmes, the secretariat said that when supplementary funding and general resources funding were taken together, there was substantial support to nutrition, education and water supply and sanitation programmes.

140. The lack of a clear definition of "programme support" costs in the recommendations was mentioned, to which the secretariat said that programme support covered mostly project personnel costs and related services. The proportion of those costs in country programmes was decreasing and the definition of "programme support" would be refined.

141. One delegation asked to what extent and in which countries member agencies of the Joint Consultative Group on Policy (JCGP) had reviewed the proposed programmes of cooperation. The secretariat replied that increasingly, JCGP partners at the country level were participating in country programme planning exercises. In several cases, joint programme activities, such as the situation analysis, had been initiated. One delegation welcomed UNICEF measures for follow-up to General Assembly resolution 47/199, including harmonization of country programme cycles, the related "bridging" programmes and the planned move to common premises in some countries.

142. Questioned about the implications of a relative reduction of UNICEF support to the expanded programme on immunization (EPI), the secretariat said that UNICEF assistance to EPI since 1990 reflected mainly the increased political commitment and capacity of some countries to expand and sustain immunization efforts. The reduction of UNICEF assistance to immunization activities corresponded to the estimate in the medium-term plan approved by the Executive Board.

143. Many delegations supported interventions aimed at improving the health and status of women. However, a number of speakers expressed concern about the lack of reference to collaboration with NGOs in some of the CPRs. African delegations in particular expressed alarm at the impact of the HIV/AIDS pandemic

and the growing number of AIDS orphans, and urged more UNICEF assistance in this area.

144. One delegation expressed strong reservations about the practice of having the Executive Board review CPRs grouped by regions and proposed that they be reviewed in depth one by one. A few other speakers expressed similar concerns that the Board had yet to discover the best way to review the recommendations. A mid-term review of country programmes might afford the Executive Board with a better opportunity to contribute to planning of new country programmes, or perhaps the Board could review simultaneously proposals for UNICEF, UNDP and UNFPA programmes for specific countries to help ensure complementarity. It was also stated that some UNICEF CPRs presented descriptions that were too general and did not always state clearly if the proposed programmes built on national priorities. There was too much focus on short-term goals and not enough attention to capacity-building. In addition, monitoring and evaluation were not sufficiently systematic and they should have separate programme budget items. Several delegations stated that the regional reports should be improved because they were not sufficiently analytical and did not have a standardized, analytical format. Thus, they were of limited use. Several delegations thanked the secretariat for the report on the country programme process (E/ICEF/1994/CRP.26).

145. The secretariat said that one example of enhanced participation of Board members in the country programme planning exercises was that recipient Governments sometimes invited bilateral donors to participate. The secretariat also would consider the suggestions of delegations for a common framework for the regional reports. (See the annex, decision 1994/R.2/8 for the recommendation as adopted by the Executive Board.)

Africa

146. The Board had before it 10 full country recommendations for Africa, 11 short-duration recommendations, 7 recommendations for additional general resources to fund already approved programmes and 3 recommendations for supplementary funds without recommendation for funding from general resources, as summarized in document E/ICEF/1994/P/L.3 and Add.1. Presentations were made by the Regional Directors for Eastern and Southern Africa and West and Central Africa and the UNICEF Representative in Zimbabwe.

147. Several delegations expressed their appreciation for the UNICEF contribution to CSD in Africa, particularly at a time of severe economic crisis. African delegations expressed regret over increasing "donor fatigue" and appealed for continued assistance from the international community. The issue of Africa's international debt burden and its debilitating effect on the prospects for sustainable development was raised by many African delegations. They called on the United Nations system and the donor community to cooperate in finding solutions to the debt crisis. Of particular concern was the debt owed to international financial institutions such as the African Development Bank, the International Monetary Fund and the World Bank.

148. Several delegations emphasized that efforts for sustainable development in the region had to take into account the effects of structural adjustment policies and the recent devaluation of the CFA franc (franc de la Communauté financière africaine) (franc of the African Financial Community). In this context, several African delegations stressed that the resources allocated to Africa by UNICEF represented only a small part of what was required to achieve the mid-decade goals and the goals for the year 2000. UNICEF was commended by

several delegations for acting as a catalyst for mobilizing resources from Governments and donors.

149. One delegation stressed the importance of synergism between area-based programmes and national interventions, both of which supported the overall strategies of capacity-building and empowerment as presented in most country programmes. Another delegation reiterated its support to Africa as a region of high priority, saying that the reduction of vaccine-preventable diseases had been successful and the challenge was to ensure that it would continue in a sustainable way, perhaps through the expansion of the Vaccine Independence Initiative.

150. Several African delegations expressed regret over present resource constraints and stressed the need for increased financial support from the international community to complement domestic efforts to prioritize human development. These delegations suggested various approaches to mobilize additional resources, including more debt swaps and debt relief for human development priorities; UNICEF was commended for the actions taken to date in this area. New partnerships between the public and private sectors also were called for and delegations appealed to the donor community to support national programmes of action (NPAs) and the "20/20" initiative. Several delegations requested increased supplementary funds to support UNICEF country programmes.

151. Some delegations highlighted the ramifications of subregional emergency situations, particularly with respect to the influx of refugees in neighbouring countries. Other delegations said that the empowerment of women was critical to the achievement of overall country programme objectives. It was noted that poverty among women was an important factor leading to the spread of AIDS and that high fertility rates reinforced the vicious cycle of poor maternal health and nutrition and poor child health. In addition, women's heavy workloads contributed to their overall poor health. Programmes for women should not add heavy burdens on women.

152. The UNICEF programme in Zimbabwe was commended for its focus on capacity-building and empowerment. The close working relationship between UNICEF and a bilateral donor on child feeding and water supply and sanitation programmes in that country during the drought in Southern Africa was cited as a positive example of multilateral/bilateral cooperation. Several speakers said that this type of cooperation should be strengthened. Another delegation commended the Zimbabwe programme for its emphasis on institutional development and the shift to rehabilitation from emergency activities. Speakers said that the presentation by the UNICEF representative clarified the importance of women's empowerment for attainment of overall programme objectives. One speaker suggested that there should be more funding for women's programmes in Zimbabwe. Peer education was commended as a means of targeting youth and of promoting of gender equity. With respect to health programmes, it was stated that while their focus was on community health care, many of the activities focused on achievements rather than community-based actions.

153. Zimbabwe's planned shift in focus from service delivery to capacity-building in the light of the recommendations made in the multi-donor evaluations was applauded by one delegation. Another delegation noted the importance of the UNICEF contribution to the child feeding programme and stressed the importance of cooperation with local institutions for the women in development programme. A third speaker welcomed the programme's change in focus from short-term goals and activities to broader development needs. The speaker also welcomed the AIDS programme's clear objectives and specific protection and

control activities and suggested that UNICEF provide greater support to the Zimbabwe National AIDS Control Programme. It also was stated that monitoring and evaluation of the country programme should be strengthened. A query was raised as to whether funding was assured for post-drought water supply and sanitation activities within the framework of rehabilitation and disaster preparedness. The UNICEF representative confirmed that funds were available for the next two to three years.

154. The UNICEF programme in Ethiopia was commended by one delegation for its focus on cooperation with the Government's decentralization initiatives. Another delegation said that the programme's emphasis on health was positive and a third speaker commended the programme's overall strategy. The programme was cited as a good example of targeting to community and district levels. One speaker found the proposed targets to be fairly ambitious, saying that activities related to implementation of the Convention on the Rights of the Child were vague and linkages with other United Nations agencies and bilateral donors seemed unclear. There were neither references to the essential drugs programme formulated by the Government of Ethiopia and implemented by WHO nor to how UNICEF activities would complement this programme. The same delegation welcomed the intent of the Government of Ethiopia to develop a country strategy note in line with General Assembly resolution 47/199.

155. One delegation said that the Kenya country programme had a good overall structure and strategic interventions, but expressed concerns that some projects seemed fragmented. Two delegations commended the programme for its focus on monitoring and evaluation activities, saying that the results of the lessons learned in the previous programme of cooperation should be applied in the implementation of the new country programme. Improvements in monitoring the impact and effectiveness of interventions would be important. Improved collaboration with other donors at the country level should include bilateral donors and address the possibility of sharpening the programme focus. Another speaker said that the programme's initiatives seemed somewhat disparate, but commended its participatory approach in the area of health. Given the resources allocated to advocacy, activities need to be outlined more clearly. One delegation said that the country programme should focus on removing obstacles to girls' participation in schools.

156. Regarding the UNICEF programme for Eritrea, more emphasis on education highlighting the linkages between education and health would be an improvement.

157. One delegation praised the careful mix of strategies chosen in the Mozambique country programme, particularly with respect to activities in the areas of health, education and water supply and sanitation. The programme should pursue improved cooperation with local partners, particularly NGOs. There was potential for UNICEF to expand coverage of services throughout Mozambique now that the war has ended. More attention should be paid to project sustainability, particularly with respect to follow-up in financial monitoring. Another delegation highlighted the importance of the country programme in relation to the consolidation of peace, harmony and national reconstruction in Mozambique. The strength of the proposed programme rested on its flexibility to respond to a fragile and unstable country situation, which was marked by a low level of human resource development. The programme formulation and preparation process had involved many other partners and reflected the existing consensus on how best to intervene in critical areas such as health, nutrition, water supply and sanitation, basic education, food security, information and social communication, and social planning.

158. One delegation expressed the view that the proposed short-duration country programme for Somalia appeared to be very ambitious and expressed the hope that modalities were being considered for handing over more of the country programme implementation to responsible local authorities.

159. The programme for AIDS orphans in Uganda was commended by one delegation, which also expressed concern about the management of the Angola programme and its overall coordination with other donors' programmes.

160. One speaker endorsed the Ghana programme, but requested clarification on the impact of the school water project. The programme's emphasis on basic education for girls was commended, but it was stated that the programme might require some revision in the light of new political developments in the country and the disbanding of the development committees.

161. With regard to the Burkina Faso programme, one delegation said that the proposal for a short-duration country programme did not reflect discussions held by UNICEF regional and country office in 1993 on the mid-decade goals. At that time, it had been recognized that the mid-decade goals were too ambitious and that there was a need for some countries, including Burkina Faso, to adjust those goals in line with their capacities to achieve them. Despite the stated need for programme integration, "verticalism" was still apparent. Furthermore, the recommendation did not provide sufficient information on how the issue of capacity-building would be addressed. The low budget allotment for education (12 per cent) did not reflect the stated priority for basic education. In addition, the HIV/AIDS and immunization programmes needed to be completed.

162. One delegation said that the recommendation for Benin did not provide information on its own role in providing health assistance to Benin, although collaboration with another donor was mentioned.

163. Another delegation said that although the CPR for the Niger mentioned the spirit of cooperation in the programme's planning process, as well as the intention to implement the programme in concert with other agencies, the planning process described solely the Government and UNICEF. The same delegation said that it, like the UNICEF programme in the Niger, emphasized the importance of basic education and girls' education, and expressed interest in working with UNICEF in this area, especially social communication. The recommendation referred to village development committees in the Niger, but the committees did not in fact exist and that part of the programme should be rethought.

164. Responding to those comments, the regional directors said that the UNICEF programme process included the participation of multilateral and bilateral donors, particularly during the mid-term reviews, country strategy meetings and reviews of the plans of operations. With respect to the Vaccine Independence Initiative, it was hoped that in the near future, South Africa could provide vaccines to other African countries at low or no cost; discussions were under way with Rotary International and South African authorities on such an initiative. Given the current situation in Angola, UNICEF would do more to increase the supply of vaccines and vitamin A as well as the use of oral rehydration therapy (ORT). The Ethiopia programme would capitalize on peace, democracy and stability, and expansion of immunization coverage would be a major focus. Given the drought in Ethiopia, both food and non-food assistance would be required.

165. The Eastern and Southern Africa Regional Office would liaise with representatives of donor countries in an effort to improve collaboration. Regarding debt relief, two meetings already had been held in 1994 with the World Bank and UNDP. The secretariat noted the concerns expressed about the need for more emphasis on education, but a shortage of supplementary funds to support these efforts had constrained programme initiatives to date. (See the annex, decision 1994/R.2/6 for the recommendations as adopted by the Executive Board.)

The Americas and the Caribbean

166. The Executive Board had before it three full CPRs, one recommendation for a short-duration country programme, four recommendations for additional general resources to fund already approved programmes and one recommendation for supplementary funds without a recommendation for funding from general resources, as summarized in document E/ICEF/1994/P/L.3 and Add.1. In a brief overview, the Regional Director for Latin America and the Caribbean outlined the region's social, economic and political situation, progress towards the mid-decade goals and goals for the decade, cooperation with other organizations and programme trends. The senior programme officer of the UNICEF programme in Brazil made an in-depth presentation on that programme.

167. One speaker said that Latin America and the Caribbean was a complex region for UNICEF activities. The region's paradox was that many countries were consolidating economic development and democracy, while there remained large numbers of vulnerable groups and there was a need to sustain social investment. UNICEF was correct in rethinking and adapting its policies in the region, differentiating between different types of countries: those such as Guyana and Haiti, where meeting basic needs was still a major challenge; and the majority of countries, where UNICEF should support government strategies for capacity-building to accelerate and sustain progress towards the goals. In those countries, UNICEF, with its limited resources, should support national strategies and stress sustainability, empowerment and social communication programmes such as the one proposed for Argentina. Another delegation added that historically, the region received a small proportion of UNICEF general resources (between 11 and 12 per cent), but that UNICEF had used innovative and creative programmes and had cooperated with non-traditional partners, providing "seed money" and generating other resources.

168. One delegation said that poverty was acute in the region, with 192 million people living in absolute poverty. Another delegation added that the documentation did not show adequately the significant economic differences between countries in the region.

169. There was widespread support for the CPRs before the Board. Several speakers recommended that UNICEF give more consideration to programmes related to the control of HIV/AIDS, while one speaker expressed concern about the high levels of maternal mortality and the low rates of breast-feeding in the region. Some delegations also referred to the fact that abortion was a major cause of maternal mortality and agreed that this was a complex problem. The importance of basic education was emphasized by a number of delegations, and one delegation urged UNICEF not to overlook non-formal education approaches.

170. In response to concerns expressed about low breast-feeding rates in the region, the regional director said that these could be attributed in part to migration from rural to urban areas and to women's increased participation in the labour force. At the same time, it was stated, medical schools needed to emphasize further the importance of breast-feeding. The resistance of some

multinational corporations to end the free distribution of breast-milk substitutes was another concern.

171. Some delegations said that UNICEF resources for the region were limited, although the mobilization of resources from internal sources as well as from international financial institutions was becoming an important feature of UNICEF cooperation. Similarly, UNICEF was facilitating cooperation between countries in the region. This was highlighted in the Nariño Accord, which had resulted from the Second Meeting on Children and Social Policy in the Americas (held at Santa Fe de Bogotá, Colombia, in April 1994), and which several speakers said was a very positive step towards the achievement of the goals of the World Summit for Children in the region. One delegation called for legislation to ensure implementation of the Convention on the Rights of the Child, saying that democracy benefited children. Another delegation welcomed strengthened UNICEF cooperation with the Inter-American Development Bank as it was increasing investment in the social sector.

172. One delegation requested information on the situation of the Special Adjustment Facility for Latin America and the Caribbean (SAFLAC). Another delegation commented on the positive impact of SAFLAC on the formulation of a broader social communication and mobilization programme in Argentina. The regional director said that SAFLAC was "alive and well" and that 80 per cent of its funds for 1994 already had been committed, with about 30 per cent of that amount already expended. Responding to other comments, the regional director said that in Honduras, SAFLAC had been instrumental in the provision of technical assistance to the Programme for Family Funding and the Honduran Fund for Social Investment. SAFLAC also had been valuable in providing "seed money" to mobilize funds from other sources such as the World Bank and government-funded "compensatory" programmes. Another delegation queried the nature of UNICEF cooperation with the above-mentioned compensatory programme in Honduras.

173. Another speaker said that the report on programme development in the Americas and the Caribbean region (E/ICEF/1994/7) did not contain enough information on the Caribbean subregion. The report also did not provide enough information on children in especially difficult circumstances in Latin America and the Caribbean, which was considered a serious omission. Many Caribbean countries faced such problems as street children and children with AIDS. The regional director acknowledged the need to include more information on the Caribbean in future regional reports. With regard to AIDS in the region, the regional director explained that programmes were under way in cooperation with the Pan American Health Organization and that AIDS-related programmes had been developed in the Caribbean, Honduras, Chile and Colombia. In addition, AIDS prevention was being addressed through women's health programmes. The regional director also said that UNICEF was participating actively in the Conference on Small Island Developing Countries currently taking place in Barbados.

174. A number of speakers commented on the proposed country programme for Brazil. One delegation said that while the country could generate funding internally, it had questions as to whether the large amount of recommended supplementary funding could be raised. Other delegations said that the recommendation provided insufficient information and requested clarification as to how the proposed country programme would support achievement of the goals. One delegation expressed disappointment that the programme paid little or no attention to HIV/AIDS. Several other speakers praised the programme's originality, attention to social mobilization and focus on community empowerment. More information was requested on the strategic choices made in

the programme. Some African delegations expressed satisfaction with Brazil's technical assistance for African Portuguese-speaking countries.

175. One delegation cited UNICEF regional collaboration with the International Labour Organisation on the problem of child labour and recommended that this type of cooperation be pursued elsewhere. Another delegation asked why the important area of child rights received such small amounts of general resources. A third delegation requested additional information on services for emergency situations when children's rights had been violated.

176. To the concerns expressed about raising supplementary funds for the Brazil programme, the senior programme officer said that the country had successful experiences with local fund-raising. UNICEF and the Government were confident that a high proportion of the proposed supplementary funds could be raised through national and bilateral support. He added that UNICEF supported activities on HIV/AIDS through NGOs and the Council for Children's Rights.

177. Concerning the recommendation for Guyana, some delegations asked why there was no specific women in development component in the programme. One speaker asked why the budget allocation for programme support costs was higher than that for the health programme. Another speaker said that the proposed programme seemed quite broad, given the funds available. One delegation requested additional information on how the new programme planned to improve targeting of service coverage and strategies for sustainability. The regional director said that women's empowerment was an important strategy of the programme, but that there was no separate component because women's issues had been incorporated into all programme elements. The amount allocated for programme support covered technical assistance for all programmes, including health, and because the Guyana programme did not have an administrative budget, all staff costs were charged to project funds. Hopefully, increased supplementary funding would increase the total proportion of funds for the health programme.

178. With reference to the programme for Paraguay, one delegation referred to the country's high levels of maternal mortality and requested clarification on the country programme's strategy to reduce them. Another delegation said that the recommendation for Mexico was too general.

179. Responding to a comment on Haiti, the regional director said that in response to the emergency situation, UNICEF had intensified its regular programme of cooperation. Although there had been a low level of donor response to an appeal by the Organization of American States and the United Nations, UNICEF had borrowed \$1 million from CERF and released \$500,000 from EPF. These funds had been used for immunization and child survival activities. (See the annex, decision 1994/R.2/6 for the recommendations as adopted by the Executive Board.)

Middle East and North Africa

180. The Executive Board had before it two full CPRs, four recommendations for short-duration country programmes and two recommendations for additional general resources to fund already approved programmes, as summarized in document E/ICEF/1994/P/L.3 and Add.1. The Regional Director for the Middle East and North Africa (MENA) presented the CPRs, saying that because of emergency situations in the region, additional resources would be required, as would strengthening of the country programme process and increased collaboration between the public sector, NGOs, United Nations agencies and donors. The UNICEF Representative in Egypt made an in-depth presentation on the proposed programme.

181. Several delegations expressed appreciation for the regional overview and the presentation on the proposed programme in Egypt. Many delegations from the region stressed their commitment to implementation of the Convention on the Rights of the Child and the Pan-Arab Plan for Children. As the Convention has been ratified by most of the countries in the region, UNICEF should support advocacy efforts for its implementation.

182. A number of delegations expressed gratitude for UNICEF support to emergency situations, particularly its work to alleviate the suffering of Palestinian children. Speakers commended the programmes for Palestinian women and children in Lebanon, the Syrian Arab Republic and the West Bank and Gaza for being broad-based and for their focus on capacity-building. The short duration of the programmes proposed this year would allow for adjustments during the transition. One delegation noted with approval the programmes' emphasis on empowerment and advocacy. Some speakers said that the various programmes should be harmonized to reflect the changing political situation in the region. A unified programme would produce more constructive results. UNICEF was encouraged to liaise closely with the 800 NGOs active in the social sector so as to avoid duplication and to promote consensus-building.

183. The regional director said that negotiations on the programme for Palestinians were under way and that agreements on the nature of UNICEF cooperation would be in accordance with United Nations policies and procedures.

184. One delegation expressed concern about the small provisions made for psycho-social health and remedial education for youth affected by the intifadah. The delegation cautioned UNICEF against investing heavily in basic education before school curricula had been formulated. The importance of peace education and education on conflict resolution for communities was stressed by another delegation. The regional director agreed about the need for more programmes for psycho-social trauma, saying that the region had considerable expertise and capabilities in this area. In addition, stress management counselling was being provided not only to UNICEF staff but also to government staff and other partners.

185. Delegations expressed admiration for the work of the UNICEF staff in northern Iraq, especially during the past winter, and supported continued collaboration with DHA. Other delegations said that UNICEF should monitor services carefully and the distribution of goods, particularly in the north, as the programme was still in its infancy. Consideration should be given to the neediest regions. Some delegations questioned the rationale of giving preference to particular regions when the whole country was affected. This would be in contravention of the Convention on the Rights of the Child.

186. Several delegations expressed support for the Egypt country programme. Board members who had visited Egypt as part of the recent field trip (see paras. 220-230 below) said the trip had been a positive experience. One delegation voiced approval for the programme's setting of measurable goals to evaluate progress. Some speakers commented favourably on the emphasis given to women and girls and to the promotion of breast-feeding. Close monitoring of gender policy to ensure outreach to grass-roots levels was recommended. Communities should be involved in all aspects of projects.

187. The programme's focus on underserved areas such as Upper Egypt was commended by one delegation. It was pointed out that the programme planning process had involved the Government, UNICEF, other donors and universities. One delegation which had participated in that process said that during the

consultative group meeting, questions had been raised about the linkages between strategies and programmes, and requested more information on the expected impact. The large number of UNICEF staff in Egypt suggested that UNICEF might be duplicating local government functions. On the subject of breast-milk substitutes, one delegation stressed that legislation against the distribution of breast-milk substitutes was important for the success of the programme.

188. Concerning the Yemen country programme, one delegation cited the country's 40 per cent decline in immunization coverage, which raised concerns about the sustainability of the UNICEF programme. Coordination with Governments and partners should be given priority in order to promote capacity-building. The same delegation expressed concern about countries that had ratified the Convention on the Rights of the Child but had not yet begun to comply with its provisions. The regional director attributed the drop in immunization levels to a reduction in external assistance following the Gulf War and the slow harmonization process between the northern and southern parts of Yemen since their reunification in 1990.

189. One delegation expressed appreciation for UNICEF activities in the Sudan, particularly for children in especially difficult circumstances and the education of displaced children. UNICEF was advised to avoid a "hit and run" approach to the delivery of emergency goods and services. Mechanisms for supervision and follow-up should be strengthened and the emphasis should be on sustaining the quality of emergency operations. The regional director stressed that sustainable development activities were always a component of UNICEF-supported programmes for relief and rehabilitation.

190. The delegation of one donor country commended UNICEF for having provided assistance to Tunisia for 40 years. With UNICEF support, Tunisia had made considerable progress in immunization of children and women and control of diarrhoeal diseases. It was important that the programme emphasized national capacity-building and supported other government priorities, particularly overcoming low enrolment of girls and high female illiteracy in rural areas. (See the annex, decisions 1994/R.2/6 and 1994/R.2/7 for the recommendations as adopted by the Executive Board.)

Asia

191. The Executive Board had before it two recommendations for full country programmes, three recommendations for short-duration country programmes and two recommendations for supplementary funds without recommendations for funding from general resources, as outlined in document E/ICEF/1994/P/L.3 and Add.1. The Regional Directors for East Asia and the Pacific and for South Asia presented the CPRs.

192. Many delegations expressed appreciation for the presentations made by the regional directors and for UNICEF assistance. Several delegations from the region reaffirmed their commitment to implementing the Convention on the Rights of the Child and achieving the goals for children for the decade, and also highlighted the central role of NPAs in their overall development efforts. They emphasized the importance of promoting social mobilization, community participation and the mobilization of political will. Three delegations referred to related initiatives of the South Asian Association for Regional Cooperation and stressed the importance of regional cooperation.

193. One speaker said that although South Asia as a whole had made tremendous progress, the region still required special attention because it had the largest

number of people in poverty and the highest rate of child malnutrition in the world. One delegation expressed the hope that despite the decrease in the proportion of poor people in the two regions, UNICEF would continue to intensify its assistance in the social sector, as the absolute numbers of the poor had increased. A number of delegations emphasized that concerted efforts would be required by Governments, NGOs and the donor community to implement and sustain implementation of NPAs.

194. There was general support for the CFRs. Regarding the Bangladesh country programme, the delegation of one donor country reported that its representatives had participated in the strategy discussions. Several delegations commended the programme's emphasis on improving child nutrition and one delegation asked if indicators to measure progress would be developed. Speakers cited the programme's emphasis on integrated community development, but one delegation appealed for priority to be given to improving the status of women and girls, which it said was neglected in Bangladesh. The same delegation also requested more gender-specific statistics. Another delegation suggested that the nutrition programme should be merged with the family planning programme. The Regional Director for South Asia said that the Bangladesh programme, which was based on the nutrition strategy, provided a positive example of improved coordination among donors. Addressing the concern about the status of women and girls, he emphasized the UNICEF commitment to spearheading gender-specific activities.

195. Several delegations commented favourably on the Thailand country programme in general and on its HIV/AIDS prevention programme in particular, stressing the necessity for close collaboration with NGOs. In view of the increasing levels of infection, delegations from the region noted that the programme could become a focus for interregional cooperation. The success of government efforts in the area of sustainable development also was noted. UNICEF support would help Thailand to meet the special needs of minority groups and displaced persons.

196. One delegation expressed disappointment that the regional report on East Asia and the Pacific (E/ICEF/1994/8) did not include more information on countries in the Pacific. Those small island countries had unique problems, such as the impact of salination on their water supplies, and UNICEF should target its interventions to their unique development needs. The regional director said that UNICEF was very concerned about the problems of small island developing States and was following the progress of the conference currently taking place in Barbados. In addition, prospects were very good for achieving the mid-decade goals in the Pacific Islands.

197. Concerning Afghanistan, one delegation said that the recommendation did not reflect the country situation accurately and asked how UNICEF was able to operate effectively. Basically, United Nations agencies had been involved in providing emergency assistance, while UNICEF said it was going into the rehabilitation and reconstruction phase. The delegation requested clarification, including whether UNICEF was coordinating its efforts in this area. The same delegation also inquired about the conditions of the 500 hand-pumps that had been installed with the assistance of UNICEF in 1992. Many delegations expressed their appreciation to the UNICEF staff working in difficult circumstances as in Afghanistan. The Regional Director for South Asia said that UNICEF assistance in some parts of the country has shifted from emergency to support for rehabilitation. In those areas, for example, 95 per cent of the hand-pumps were operational. UNICEF provides assistance for the installation and maintenance of hand-pumps.

198. Regarding the Cambodia programme, one speaker asked about the role of UNICEF in enhancing the Government's coordination capacity. Another speaker said that the Cambodia programme was moving from a focus on rehabilitation to development initiatives aimed at strengthening cooperation at provincial and local levels. The Regional Director for East Asia and the Pacific explained that UNICEF had assisted in the establishment of coordinating committees for donor assistance and that two technical advisers had been assigned to Cambodia's planning and health ministries. Other advisers were helping to coordinate assistance in the country's five provinces in collaboration with a national NGO.

199. With respect to the programme recommendation for Maldives, one delegation asked how family planning was being addressed in the context of the goals for the decade. The speaker said that family planning should be given greater priority in Maldives as a means of reducing the maternal mortality rate. The regional director said that support for maternal and child health (MCH) services was the major vehicle for family planning in the Maldives.

200. One delegation endorsed the Mongolia programme and its aims to prevent further deterioration of social services during the country's transition to a free market economy.

201. A number of delegations expressed reservations about the human rights situation in Myanmar. One delegation said that effective development required a supportive enabling environment based on good governance and human rights. However, carefully targeted humanitarian assistance focused on basic development needs at the community level was required. The recommended UNICEF education programme should remain clearly focused at the community level and UNICEF must ensure that the programme assisted the intended target population. Other speakers expressed support for the proposed education programme and added that the Executive Board was not the forum for addressing political issues and that women and children in need should be assisted with impartiality. One delegation said that impartiality required a fair view of the situation in Myanmar, based on the reports of the regional offices and of countries' embassies, and that these should be reviewed in 1995 when the entire country programme would be submitted to the Board. The regional director confirmed that all UNICEF-assisted activities in Myanmar reached target communities and benefited the most needy children and women.

202. The Regional Director for East Asia and the Pacific said that family planning was being addressed in the context of the goals for the decade through interventions such as safe motherhood, basic education, information, education and communication and support for family planning services. The MCH/family planning approach was reflected in programmes in China, India, the Lao People's Democratic Republic and the Philippines. The UNICEF-assisted programme in China was being implemented in collaboration with UNFPA and WHO.

203. On the question of prioritizing achievement of goals over interventions for capacity-building, the Regional Director for South Asia stressed that both interventions were important. Service delivery and capacity-building should be designed so that poor people were empowered to sustain the goals. The systems for service delivery in South Asia were very strong. (See the annex, decision 1994/R.2/6 for the recommendations as adopted by the Executive Board.)

Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States: policy review and consideration of country programme recommendations

204. The Executive Board had before it a report on UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States (CIS) and the Baltic States (E/ICEF/1994/L.12), as well as five recommendations for short-duration country programmes and a recommendation for an area office for the former Yugoslavia, as summarized in document E/ICEF/1994/P/L.3 and Add.1. Introducing the policy review, the Executive Director said that the proposed UNICEF policy for the region would involve the development of a regional strategy and a programme of technical support to complement country-level action.

205. Most delegations expressed support for the proposed UNICEF policy for the region. Some delegations from the region urged that the policy be implemented immediately in order to alleviate the suffering of children and women caused by the economic and social reforms under way in many of the countries. In this context, a number of delegations expressed appreciation for the intensification of UNICEF involvement in the region. Many speakers said that in the light of the information provided by the recent UNICEF regional monitoring report, "Central and Eastern Europe in Transition: Public Policy and Social Conditions", a strengthened regional approach was timely and justified.

206. While supporting the Executive Director's proposal to create a regional strategy and support team, many delegations stated that funds should not be diverted from developing countries for activities in the region and that supplementary funds should be the major source of funding for the regional programme. Several delegations said that donors should earmark additional special funds for countries in the region so as not to reduce contributions for developing countries. Several delegations from donor countries confirmed that additional special funds were being made available for countries in Central and Eastern Europe, the CIS and the Baltic States.

207. The Executive Director replied that funds allocated to those countries would not be diverted from developing countries. UNICEF would make every effort to see that the increased support for this region was not at the expense of programmes in the developing world and would further advocate that donors provide funds for the region that did not compete with official development assistance.

208. A number of delegations expressed reservations about the Executive Director's proposal that New York be the interim location of the regional support team and requested further clarification on this matter. Speaking generally, one delegation said that temporary solutions in organizations tended to become permanent. Other delegations said that locating the support team in New York might generate initial cost savings, but in the longer term might prove to be more costly and less effective. Several speakers said that a number of major partners, including WHO, the Office of the United Nations High Commissioner for Refugees (UNHCR), DHA and bilateral organizations, were based in Geneva. It was suggested that the secretariat report to the Executive Board after one year on the issue of relocation of the regional support team.

209. The Executive Director noted that many delegations had endorsed the proposed policy for the region and recognized the need to strengthen the organization's capacity to respond and to accelerate UNICEF assistance for the needs of women and children. With a more unified strategy and consolidation of resources, UNICEF could move forward to assist children in this part of the

world. The proposal to locate temporarily the regional support team in New York was judicious and reflected the UNICEF commitment to meeting a major challenge. In the long term, the UNICEF regional support team would be located in one of the countries of the region. This would be reflected in the administrative and programme support budget for 1996-1997, to be submitted to the Executive Board in 1995.

210. Some delegations said that the temporary nature of the economic and social problems associated with the transition should not preclude a role for UNICEF in addressing longer-term planning to meet the needs of children. One delegation stated that the region provided UNICEF with unique opportunities for innovation and to disseminate lessons learned to other parts of the world. Another speaker said that a holistic approach to development assistance in the region was appropriate. The importance of capacity-building, training of local personnel and transfers of information were stressed by one delegation.

211. Delegations from different regions stressed the universality of the UNICEF global mandate. There was general agreement that there were significant differences between the situation of children in countries in the region, requiring that UNICEF employ flexibility and a country-by-country approach as warranted. A number of delegations commented favourably on UNICEF country-level initiatives and on the ability of UNICEF to adapt to differing circumstances. Several delegations from the region expressed appreciation for the rapid and effective responses of UNICEF to the urgent needs of children and women made possible by a contribution from the Government of Canada. Some delegations said that despite modest funds and limited human resources, UNICEF had carried out substantial work in the region. Other delegations expressed appreciation for the joint UNICEF/UNESCO community rehabilitation project for children and families affected by the Chernobyl disaster, supported with funds from the German Committee for UNICEF.

212. Many delegations stressed the importance of inter-agency cooperation and encouraged UNICEF to enhance further its collaboration with other United Nations agencies to ensure an integrated approach. One delegation said that UNICEF should continue to play a key role in cooperation with other donors in vaccine security for the region, which would be consistent with an overall strong inter-agency role for UNICEF. Because the issue of improved donor cooperation was a generic concern for all United Nations agencies and other donors, it was suggested that the classification of criteria for assistance to countries by different United Nations agencies be taken up at the next session of the Economic and Social Council. Regarding eligibility for UNICEF assistance, one delegation suggested that periodic reviews would be warranted in order to determine the type of UNICEF assistance to be provided to countries, whether emergency support, rehabilitation or a regular country programme.

213. The Deputy Executive Director, Programmes, introduced the CPRs for the region. Delegations expressed their appreciation for the work of UNICEF in the republics of the former Yugoslavia, endorsed the recommendations and welcomed the approaches taken. Other speakers said that there should be more country-specific strategies and objectives. Some delegations stressed the need for further cooperation with DHA and for programmes for children with psycho-social trauma.

214. One delegation supported the recommendation for Bosnia and Herzegovina, but said that UNICEF should adopt a flexible approach in that country. There should be better coordination through information-sharing with other United

Nations agencies, NGOs and the European Union. The programme should emphasize the importance of breast-feeding.

215. Another delegation said the programme proposed for the Federal Republic of Yugoslavia (Serbia and Montenegro) was too broad and that many parts of the population would be hard to reach. UNICEF should work more closely with NGOs than government counterparts and should try to work with the minority populations in Kosovo and Sanjak.

216. Regarding the proposed programme for Georgia, one delegation said that there was an urgent need to extend humanitarian assistance to the country. However, the proposed programme had broad objectives and in view of the logistic difficulties involved, UNICEF should focus on fewer priorities, including immunization and the control of acute respiratory infections.

217. The Deputy Executive Director, Programmes, thanked the delegations for their support. He said that the countries of the former Yugoslavia basically shared the same situations, but as they were now separate countries, it was politically appropriate to present separate CPRs. The UNICEF programmes had been prepared bearing in mind the uncertainty in region.

218. The UNICEF Special Representative for the Former Yugoslavia confirmed the need for good inter-agency coordination; UNICEF was working with UNHCR, WHO, the World Food Programme (WFP) and other agencies. UNHCR had been designated the lead agency and DHA was involved mainly in the preparation of joint appeals. UNICEF maintained close collaboration with NGOs in the field of psycho-social activities.

219. The Executive Director said that UNICEF had made a special effort to work closely with United Nations agencies, bilateral donors and NGOs and agreed that cooperation with WHO, UNDP, WFP and UNESCO should be intensified. (See the annex, decisions 1994/R.2/6 and 1994/R.2/9 for the recommendations as adopted by the Executive Board.)

H. Reports on field visits by members of the Executive Board

220. The Executive Board had before it the reports of field visits made by two groups of Board members, one to Egypt and Morocco in the MENA region and the other to Brazil and Nicaragua in the Americas and Caribbean region (E/ICEF/1994/CRP.6/Rev.1). The reports were introduced by members of the teams that had made the visits. Many delegations agreed that such visits were valuable for Executive Board members and provided an orientation to UNICEF country programme cooperation.

221. One delegation suggested that such visits should not take place during such national events as elections so as to allow more time to observe programme activities. Another delegation stated that visits should probably be longer and involve less protocol with government authorities.

222. Many delegations said that the objectives and results of the field visits should continue in order to enable Executive Board members to become more familiar with UNICEF country and subnational programme activities. It would be difficult not only to present a comprehensive review of programmes of cooperation, but also to prepare an appropriate set of recommendations.

223. However, a number of delegations said that the visits and the resulting reports should be used in a more systematic way to help improve UNICEF cooperation. The reports contained many useful suggestions which could be utilized by UNICEF. Another delegation suggested that the objectives of the visits should be refined.

224. Most delegations said that insufficient time had been allocated for the preparation of the reports. One delegation also requested that the contents of the reports should be more carefully checked before the reports were published. It was the sentiment of most delegations that the field visits gave Board members an opportunity to expand their knowledge of UNICEF country operations and to share this knowledge with other Board members. One delegation requested more information on family planning activities in the countries visited.

225. Several speakers who commented on the field visit to Egypt complimented UNICEF staff work for their considerable experience and dedication. A number of delegations cited the good working relationship between the Government of Egypt and UNICEF, both the main office in Cairo and sub-offices. One delegation said that there was very good coordination between UNICEF and its Government's aid mission in Egypt. The need for coordination and cooperation among multilateral and bilateral agencies was stressed by one delegation. One delegation also pointed out that Egypt's NPA had been incorporated into its National Development Plan. One speaker who had participated in the visit stated that Egypt had a good approach to sustainable development. The speaker added that the field visits would be even more valuable if there was a sharper focus on key programme issues. In Egypt, UNICEF should be either a mobilizer or catalyst as it did not have sufficient funds to finance programmes nationwide. The same delegation also said that field trips for Board members should continue to be aimed at sensitizing members to UNICEF country programme operations. One delegation said that it would use the report of the mission to enhance implementation of its country's NPA, which was a priority, as well as of the Convention on the Rights of the Child.

226. One delegation said that although there was good cooperation between the Government of Morocco and UNICEF, the rural health programme needed some improvement. In addition to literacy and income-generation programmes, the programme should include activities for the greater empowerment of women. Another delegation said that the presence of UNICEF staff at subnational locations in Egypt helped to promote sustainability of programmes, whereas this was not equally the case in Morocco. In addition, despite coordination among bilateral and United Nations agencies at the national level, greater efforts needed to be made by UNICEF to institutionalize the programmes with the Government. Another delegation cited a reference in the report to a vast potential for UNICEF cooperation, without further elaboration. More elaboration of specifics of the potential would have been helpful.

227. One speaker who had visited Brazil and Nicaragua praised those programmes and said that the pre-departure briefing with the UNICEF Programme Division had been helpful. In Nicaragua, there was potential for UNICEF involvement on the Atlantic coast and in the country's north-east region, and there were untapped local resources for children's programmes. Thus, UNICEF advocacy should be strengthened. Another delegation suggested that the timing for the visit to Brazil had not been optimal because a national election was under way. Another delegation suggested that UNICEF should ensure that the field trips did not overlap with UNDP field trips. One delegation requested some clarifications on the report on Brazil. The delegation said that a pre-departure briefing mission with the Permanent Missions of Brazil and Nicaragua to the United Nations would

have given the Board members an idea of the two Governments' perspective on their cooperation with UNICEF. Nevertheless, the Government of Brazil was pleased with the success of the visit.

228. The delegation of Nicaragua stated that the report on the visit to Nicaragua was very general and made no reference to UNICEF work with national agencies. The report did not provide the Board with much information on the status of the cooperation or present recommendations on how to improve UNICEF cooperation with Nicaragua.

229. The Director of the Programme Division stated that the discussion on the purpose of the field visits had been very helpful to the secretariat. The objectives of providing orientation and sharing impressions of UNICEF cooperation were being achieved and the secretariat was utilizing the reports of the field visits. Both reports reflected the teams members' knowledge of the four country programmes and the challenges for UNICEF cooperation in each country. In addition, the reports from both groups would be shared with the respective country offices and would provide a useful reference to the representatives. However, it should be remembered that the purpose of the visits was familiarization and not to serve as a basis for programme audits or programme evaluation.

230. On the question of coordination among United Nations agencies at the country level in the MENA region, the regional director said that a memorandum of understanding with WHO provided the basis for frequent programme coordination meetings at regional and country levels. The Director of Programme Division agreed with the suggestion of one delegation that pre-departure briefings could be improved, inter alia, by requesting the United Nations missions of the countries concerned to brief the team members on their country situations.

I. International Child Development Centre

231. The Executive Board had before it a recommendation for a three-year extension for the International Child Development Centre (ICDC) in Florence, Italy (E/ICEF/1994/L.9). The Director of the Centre gave a brief presentation.

232. Virtually all delegations expressed their appreciation for the Centre's achievements. They were particularly impressed with the high quality of the studies undertaken on subjects as varied as structural adjustment in Africa, the implementation of the Convention on the Rights of the Child and social policies in Central and Eastern Europe. Delegations expressed gratitude to the Government of Italy for providing most of the funding for the Centre since its inception in 1988; the Governments of Canada, Finland and Sweden also were commended for their assistance. The Centre's Director was praised for encouraging intellectual growth and professionalism among UNICEF staff.

233. One delegation said that the progress report had helped to clarify the Centre's role within UNICEF. Another speaker said that the progress report did not elaborate sufficiently on the impact of the research on the policies and work of other institutions. Improved visibility of the results of the Centre's work in the international community would help to enhance its impact on policy. One delegation said that increased emphasis on outreach activities should not divert attention from the Centre's primary mandate for research.

234. The Centre's focus on research on decentralization of NPAs was favourably cited by a number of delegations. Some delegations said that it was imperative

that the Centre maintain its academic freedom and that its research should reflect the realities of the country programmes. One delegation stated that the Centre tended to focus on issues of national rather than international policy importance, and expressed support for the proposal to increase attention to poverty alleviation, productive employment and social integration. One speaker suggested that studies should be undertaken on psycho-social trauma affecting children exposed to armed conflicts in the Horn of Africa, as this could provide a blueprint for future interventions, and said that its Government was willing to provide additional financial support for operational research in this field.

235. Another delegation stressed the importance of ensuring wide dissemination of the results of research undertaken by the Centre. The limited number of translations of the Centre's publications in official languages of the United Nations was cited as a concern as this tended to limit the use of the studies in certain countries. A delegation from Africa stated that many developing countries could not afford to buy the publications and suggested that special rates be offered to those countries. The Centre should hold some of its seminars in regional offices to strengthen cooperation with UNICEF regional and country offices and to allow Governments and other national groups to participate.

236. One delegation requested clarification regarding the reference in the recommendation to the modest use of general resources funding, particularly because of the policy that the "upkeep and basic staff" of the Centre is to be funded solely from supplementary funds. The Director explained that an example of such access to general resources was the funding of part of a special project approved by the Executive Board for the monitoring of social conditions and policies in Central and Eastern Europe. It was emphasized that the use of general resources in such situations would continue to be quite modest. The Centre would continue to finance its basic staff and upkeep exclusively from supplementary funds.

237. With respect to the issue of academic freedom, the Director stated that the Centre was faced with balancing academic freedom with addressing areas of immediate concern for UNICEF. He invited the Executive Board to provide suggestions regarding the criteria for the selection of research themes, as cited in paragraph 39 of the report before the Board. Regarding seminars in regional and country offices, he said that two seminars supported by the Centre had been held in Arusha, United Republic of Tanzania, and Casablanca, Morocco, and agreed with the delegations that had expressed interest in closer ties with regional and country offices. The Centre had distributed many publications in the developing world at affordable prices, but there were fewer translations than was desirable because of financial constraints. However, French and Spanish editions would be given special consideration because of the relatively large number of developing countries using those languages. (See the annex, decision 1994/R.2/10 for the recommendation as adopted by the Executive Board.)

J. Greeting Card and related Operations

238. The Executive Board had before it the GCO work plan and proposed budget for 1994 (E/ICEF/1994/AB/L.6), the GCO financial report and accounts for the 1992 season for the year ended 30 April 1993 (E/ICEF/1994/AB/L.5) and the provisional report of the 1993 season covering the period 1 May 1993-30 April 1994 (E/ICEF/1994/AB/L.4).

239. The Deputy Executive Director, External Relations, highlighted the importance of the unique role and objectives of GCO within UNICEF, as well as its important relationship with the private sector, which is becoming a major source of income for UNICEF.

240. The Director, GCO, introducing the reports, attributed the success of GCO to the support of the National Committees for UNICEF and their volunteers through their role in generating funds for UNICEF programmes through product sales and private sector fund-raising.

241. Many delegations commended GCO for its achievements in the previous year, including the streamlining of its field office structure and the refocusing of its financial and human resources towards priority countries; its proposal to establish regional support centres and the delegation of authority and responsibility closer to the markets; the consolidation of its production facilities and the transformation of the production and distribution facilities in Singapore and Rio de Janeiro, Brazil, into regional support centres; and the proposal to establish the Market Development Programme (MDP) along the lines of the successful Fund-raising Development Programme (FDP).

242. Delegations spoke favourably of the recommendations regarding the GCO field office structure. The reduction of 38 posts and the recommendation to focus on 10 priority field offices was an example of the efficiency of GCO, which would allow it to be more responsive to its major markets. Speakers also expressed approval for the proposal to convert the existing production and distribution centres in Rio de Janeiro and Singapore into regional support centres. Because of the technical nature of the support the centres would provide and the need for close liaison with GCO headquarters, the centres should report directly to GCO. The centres would assist the GCO major markets to capitalize on existing opportunities to raise more funds for UNICEF programmes.

243. One speaker questioned the cost-effectiveness of switching production to New York and Geneva. The Director, GCO, explained that the basis of the decision to consolidate production was the implementation of the recommendations of the studies on field offices and production facilities and to benefit from economies of scale resulting from larger print runs.

244. While many delegations commended GCO on the increased sales volume and the reversal of stagnating sales, based on the provisional 1993 campaign results, they said that the budgeted volume still had not been met. Because of this fact and the difficult economic conditions in the major GCO markets, such as Europe, some delegations said that the projections for volume and gross proceeds for 1994 were optimistic and should be revised. In order to reverse this sales trend, there should be increased market research and investments to assist partners. Speakers endorsed the proposal for MDP for a five-year period, and one delegation added that MDP also should be available for field offices. The Director, GCO, said that while MDP would be available to National Committees, GCO would make funds available to field offices through its research and development budget.

245. Many delegations complemented GCO on the documentation and its transparency. Some delegations added that because of the commercial nature of GCO and the changing business environment, additional historical data should be available when the GCO budget was reviewed by the Executive Board. In future, the budget should include information on the evolution of income and expenditures and key performance indicators over a five-year period, including the provisional results of the preceding year when they became available.

246. Speakers said that the GCO figures should be reviewed on an annual basis before the Executive Board could approve its work plan and budget. One delegation said that because of its commercial nature, GCO should be run like a business and, therefore, it could not support the proposal to change to a biennial budget. There were advantages to changing the GCO budget year to conform with the calendar year, which would facilitate its conforming to the same budget year as other UNICEF divisions. However, GCO should review the issue further in conjunction with the timing of Executive Board sessions and the impact of more provisional results becoming the basis for the GCO year-end closure, and present its findings to the Board at a future session.

247. Delegations said that the FDP had been successful and had assisted National Committees in undertaking tests and campaigns that otherwise would not have been possible. One delegation recommended that GCO review the possibility of establishing a revolving fund. The Director, GCO, said that GCO would study the proposal and report on its findings to the Executive Board in 1995.

248. Some delegations requested that GCO develop performance indicators for private sector fund-raising activities similar to those established for product sales to facilitate performance monitoring. The Director, GCO, agreed to provide this information starting with its 1993 financial report.

249. A number of delegations expressed disappointment that the question of GCO office accommodation was not being discussed at the current session. One delegation recommended that GCO not move from its existing office space until a complete study had been done on the future location for GCO. Many delegations said that GCO offices should be located close to the major markets, including Europe, and referred to the possibility of improved efficiency and reduced costs in a consolidated GCO. It was suggested that a National Committee/UNICEF task force review the different alternatives for a future GCO location, and the secretariat agreed. The secretariat said that the GCO accommodation issue had been scheduled for the third regular session in September 1994 because the report first would have to be reviewed by the Advisory Committee on Administrative and Budgetary Questions in May 1994.

250. Some delegations expressed concern about the delay in the implementation of Executive Board decision 1993/24 (parts C.1 and C.2) on the use of GCO-supported income from field offices for in-country, supplementary-funded programmes. The Director, GCO, said that UNICEF was developing the related procedures, which were expected to be released shortly. It was requested that UNICEF report to the Board at its third regular session of 1994 on the status of the implementation of the decision.

251. Delegations congratulated GCO for its positive investment in the Central and Eastern European National Committee Development Programme, which they said had already contributed to increasing card sales and strengthened the presence of UNICEF and its activities in the region. Despite its temporary economic difficulties, the region offered good potential for GCO and the programme should be extended. One speaker recommended that GCO expand the programme to assist

newly forming National Committees. (See the annex, decision 1994/R.2/11 for the recommendation as adopted by the Executive Board.)

K. UNICEF financial reports

252. The Executive Board considered the financial report and statements for the biennium year 31 December 1993 (E/ICEF/1994/AB/L.7), the report to the United Nations Board of Auditors and Advisory Committee regarding General Assembly resolution 48/216 (E/ICEF/1994/AB/L.3) and the review of expenditures in excess of commitments and unspent commitments for completed projects (E/ICEF/1994/AB/L.10). The Deputy Executive Director, Operations, introduced the reports.

253. One delegation commented that although the financial statements were not the audited version, they were still very useful. The delegation appreciated the timely issuance of the financial statements and found the new statement on liquidity position very helpful. The secretariat informed the Executive Board that the Board of Auditors had just completed their audit and had accepted the statements as presented in the Board document. Delegations could consider all the figures in the financial statements to be final for the 1992-1993 biennium.

254. One delegation took note of the favourable measures taken by UNICEF to comply with General Assembly resolution 48/216 and the recommendations of the Board of Auditors. The same delegation asked the secretariat why it had taken UNICEF so long to issue the accounting instruction pertaining to cash assistance to Governments. The secretariat detailed several actions taken by UNICEF well before the accounting instruction had been issued, which had resulted in cash assistance reports being submitted regularly by field offices and analysed at headquarters. The accounting instruction had been prepared specifically in response to the audit recommendation that a separate input code be used for cash assistance to Governments. Although this seemed a simple recommendation, the effects on field offices' and headquarters' computer systems had to be considered fully before the accounting instruction could be issued. The secretariat confirmed that both the Financial Circular and the Accounting Instruction specifically prohibit the issuance of new advances unless all previous cash assistance has been liquidated.

255. One delegation asked if the instructions on non-expendable property were being followed. The secretariat confirmed that except for one field office, all other offices had submitted their latest reports on non-expendable property.

256. Another delegation asked how the secretariat was dealing with the audit recommendation to discontinue the payment of salary allowances and other cash incentives to government employees involved with the implementation of UNICEF-assisted programmes. The secretariat responded that in a recent management letter, the auditors had reconsidered their position. The auditors now recommended that, in view of the absence of uniform procedures and pending the establishment of a United Nations system common policy on the payment of salary supplements, interim procedures should be established to streamline the practice in line with UNICEF programme strategies. UNICEF had issued interim procedures and, following the release of the JCGP study in May, the secretariat would inform the Board of the result of the study along with a new UNICEF policy on the issue.

257. Two delegations observed that expenditures had exceeded income during the 1992-1993 biennium. The secretariat explained that this was exactly what was

planned in UNICEF financial medium-term plans for the period as a strategy to reduce cash balances. Delegations should refer to the financial section of the medium-term plan (E/ICEF/1994/3) which would be discussed by the Board at its annual session the following week. That document showed how planned expenditures had been adjusted based on the latest income forecasts and contained a full description of how future spending plans would affect UNICEF cash balances.

258. One delegation asked about the adequacy of the liquidity policy and what deficit was safely acceptable in the current biennium. The secretariat explained how the financial plan set planned expenditures at a level that would reduce the convertible currency general resources cash balance to an amount equal to the current liquidity guideline by the end of 1995. To do that, expenditures would exceed income by \$49 million for the 1994-1995 biennium. As to the adequacy of the 10 per cent liquidity guideline, the secretariat was not proposing any changes. However, some major government donors had been paying their general resources pledges later in the year than in the past and if this trend continued, UNICEF might have to reexamine the liquidity policy.

259. One delegation was concerned that in the light of the large increase in emergency expenditures, the percentage of resources available for nutrition had decreased. The secretariat responded that most of the expenditures labelled as emergency were in fact used for the usual UNICEF programme priorities in the areas of health, nutrition, water supply and sanitation, etc., but were executed in countries in emergency situations. The secretariat expressed concern that the education sector was underfunded, reminded delegations that there were over \$400 million in approved programmes for supplementary funding in education and encouraged donors to support those programmes as well as emergency programmes.

260. One delegation asked why overexpenditures on programmes were still occurring despite the lock-up facility in the global field support system. The secretariat explained how the lock-up facility had been successful in helping field offices reduce overexpenditures, although there remained some factors beyond the control of field offices that caused overexpenditure. It was those uncontrollable factors, such as exchange rate fluctuations, that caused the overexpenditures reported in E/ICEF/1994/AB/L.8.

261. One delegation asked about the large amount of unspent balances on some global funds programmes. The secretariat responded that this was not the result of under-implementation, but rather the result of a one-time adjustment following a general clean-up of the accounts. With the adoption of the new biennial budget for global funds, all outstanding unspent balances on previous global funds allocations had been shifted back to the global fund account and the total unspent balance as at 31 December 1993 had been cancelled.

L. Other business

UNICEF Maurice Pate Award

262. The Executive Board had before it an information note on the criteria for nomination and selection procedures for the Maurice Pate Award (E/ICEF/1994/L.16), which had been prepared in response to decision 1994/R.1/5. The Deputy Executive Director, Programmes, introduced the document, saying that at the end of 1993, the Bureau had discussed the adequacy of the criteria for the Award. In addition, at the Board's first regular session of 1994, some delegations had expressed concern about maintaining an equitable geographical

balance among the nominees. All the nominees were deserving, but it would be regrettable if the criteria were to become too mechanical, quantified or based on check-lists. The process of nomination and selection over the past few years advanced the work of UNICEF by recognizing the distinguished contributions for children of individuals, institutions and organizations. The criteria for the Award were broad guidelines, not a check-list for the exclusion of worthy nominees.

263. The Executive Director's recommendations were approved without comment by the Executive Board. (See the annex, decision 1994/R.2/12 for the recommendation as adopted by the Executive Board.)

UNICEF support to the proposed United Nations joint and co-sponsored programme on the human immunodeficiency virus/acquired immune deficiency syndrome

264. The Executive Board had before it a recommendation for UNICEF support to the proposed United Nations joint and co-sponsored programme on HIV/AIDS, (E/ICEF/1994/L.14), as well as a report of the WHO Director-General and the text of the resolution adopted by the WHO Executive Board on HIV/AIDS programmes (E/ICEF/1994/L.15).

265. Virtually all delegations were in favour of UNICEF involvement with the inter-agency group that was to formulate the proposed programme. However, many said that it would be the Economic and Social Council which, at its July 1994 session, would make a clear, coordinated policy decision in support of the proposed programme. Although the inter-agency working group had productive discussions, many important issues remained to be considered. The Council would need to decide how the programme would be governed and what the roles of Member States would be in its governance, how the programme would be financed and priorities set within the budgets, and how the programme's governing structure would relate to the Council and the agencies' governing bodies.

266. Several delegations said that it would be inappropriate for the Executive Board, on behalf of UNICEF, to try to micromanage the negotiation process with the six United Nations agencies concerned; rather, the secretariat should continue its work. One speaker suggested that the Executive Board could provide broad guidance concerning UNICEF participation in the inter-agency working group.

267. Some speakers stressed that particular attention had to be paid to the empowerment of women, particularly adolescent girls. The proposed programme should stress country-level activities and should not create a large bureaucratic structure. Improved coordination between all parties at the operational level was viewed as crucial. All participating United Nations agencies would continue their individual activities and the proposed programme would focus on coordination. Given the scarcity of resources, one delegation called for closer cooperation with and between bilateral, multilateral and NGOs and among United Nations agencies and organizations. Funding for the proposed programme should come from agencies' regular budgets. All of the agencies should focus on development of the capacities of countries to deal with HIV/AIDS. The resident coordinator should be responsible for coordination of the proposed programme at the country level. It also was suggested that different methods of programme execution should be considered according to different countries' needs and the comparative strengths of various agencies.

268. With respect to governance, several delegations said that there should be strong organizational synergy between the six participating agencies to enable

them to respond to the various needs of countries. This would suggest that the programme should have a strong, multisectoral focus. Each of the six agencies would have an appropriate role to play, and effective inter-agency coordination will be an important issue. In this context, most delegations emphasized that a clear, efficiently managed governing structure would be essential. The conceptualization of an appropriate coordinating board for the programme seemed to be moving forward satisfactorily.

269. The Deputy Executive Director, Programmes, said there was a consensus of opinion between most delegations and the secretariat. A clear mandate for the programme and clearly defined priorities were essential in order to have a programme approach which would be holistic and yet be able to respond to diverse country situations and needs. Country-level coordination of the programme should be undertaken within the framework of General Assembly resolution 47/199. (See the annex, decision 1994/R.2/13 for the recommendation as adopted by the Executive Board.)

Request for additional funds for the administrative and management study of UNICEF

270. The Executive Board considered the Executive Director's request for an increase in the budget for the administrative and management review of UNICEF (E/ICEF/1994/AB/L.13). Recalling that the Executive Board had approved the revised proposal for the review (decision 1994/R.1/6) and set a ceiling of \$1,000,000 for the work, she informed the meeting that based on a more detailed review of the revised terms of reference approved by the Board, it was estimated that a small increase in the budget for the review would be required. As requested, detailed information on the estimated budget had been provided to Executive Board members through correspondence from the Executive Director dated 20 April 1994. Therefore, the Executive Director was requesting Board approval for an additional amount of \$107,000 to cover the costs of the review, bringing the total amount to be allocated from the approved 1994-1995 administrative and programme support budget to \$1,107,000. She added that the entire amount was covered from savings.

271. Several delegations felt that the Executive Board needed to maintain a "window of opportunity" for dialogue on the management study between the Board and the consultants and suggested the establishment of an open-ended working group to monitor the progress of the study. The secretariat supported the proposal and felt that the management study would benefit from ongoing Executive Board involvement. The secretariat suggested the possibility of expanding the proposal on accountability made by the open-ended working group on follow-up to the multi-donor evaluation, which would be discussed at the annual session.

272. Delegations were very appreciative of the pro bono contribution of the consultants engaged to conduct the study.

273. One delegation was concerned about the management study's tight schedule. The secretariat said that the consultants remained committed to the schedule and that progress on the study, including the issue of accountability, would be discussed at the third regular session in September.

274. While supporting the requested increase, some delegations asked if savings were possible in such areas as staff costs. The secretariat responded that the budget was realistic and was the amount required to support the study. Full details on staff costs had been provided at the first regular session and were required for a full-time coordinator of the study and a secretary.

275. The recommendation for additional funds for an administrative and management review of UNICEF (E/ICEF/1994/AB/L.13) was approved by the Executive Board, with the proviso that the Executive Board would establish an open-ended working group to ensure ongoing Board involvement in the review. (See the annex, decision 1994/R.2/14 for the recommendation as adopted by the Executive Board.)

M. Adoption of recommendations to the Executive Board

276. The Executive Board met on Friday, 29 April, to take action on draft recommendations that had emanated from informal consultations held during the session.

277. Regarding the draft decision on the country programme consideration and approval process (see the annex, decision 1994/R.2/8), which was introduced and adopted by consensus during that meeting, one delegation said for the record that it was clear that the guidelines of General Assembly resolutions 47/199 of 22 December 1992 and 48/162 of 20 December 1993 were outside the specific mandate of UNICEF and other organizations for operational activities.

278. There was a lengthy discussion on the draft recommendation on the UNICEF policy for Central and Eastern Europe, the CIS and the Baltic States. One delegation had reservations about basing the regional support team at UNICEF headquarters in New York. Although, according to the secretariat, this was supposed to be a temporary arrangement until an appropriate regional field structure could be put in place in line with UNICEF operations in other regions, the speaker felt that from the outset the team should be located at Geneva along with many of the other humanitarian agencies. There was concern that the temporary arrangement might become a permanent one. The secretariat explained that UNICEF had four staff members working full-time on emergencies at the Geneva Office and that their functions would be expanded to handle some of the work for this region. It was further clarified that it was up to Board members to ensure that the present arrangement was temporary, if they so decided. (See the annex, decision 1994/R.2/9 for the recommendation as adopted by the Executive Board.)

279. A draft recommendation on assistance to Palestinian children and women was submitted by one delegation for Board approval. While supporting the general thrust of the draft recommendation, several delegations expressed reservations about approving it at the end of the session without having had the opportunity to consult with their capitals. It should have been presented according to proper Board procedures. Several other speakers said that the text was unnecessary as the monitoring exercise requested therein was already covered by previous Board decisions, and reiterated their concern about the working methods of approving programmes. It duplicated what had been done earlier and cut across the Board's own deliberations on the rationalization of work. However, they would not block consensus. (See the annex, decision 1994/R.2/7 for the recommendation as adopted by the Executive Board.)

280. Following informal consultations on the draft resolutions contained in the GCO work plan and proposed budget for 1994 (E/ICEF/1994/AB/L.6), Board members were advised that because a revised text was not available, they could either approve the draft resolution as orally amended, but without interpretation services, or wait until the following week when the text would be available in all official languages. Although speakers appreciated the efforts of those Board members who had participated in the informal consultations, they felt that

the revisions were too substantial for Board approval at that time. Therefore, following further discussion, it was decided to include this item in the provisional agenda of the annual session of 1994. (See the annex, decision 1994/R.2/11 for the recommendation as adopted by the Executive Board.)

Part three

1994 ANNUAL SESSION

Held at United Nations Headquarters from 2 to 6 May 1994

I. ORGANIZATION OF THE SESSION

281. The Executive Board of UNICEF held its annual session at United Nations Headquarters from 2 to 6 May 1994.

A. Awards

UNICEF Maurice Pate Award

282. The 1994 UNICEF Maurice Pate Award was presented to the All-China Women's Federation for its exemplary leadership in promoting the well-being of children and women on a nationwide scale. The Award, decided upon at the Board's first regular session of 1994, cited the Federation's visionary approach, combining traditional practices with modern methods, as well as its use of a trained network of women's groups to promote health, education and children's rights and to improve the status of girls and women. Through its innovative strategies, it had been able to mobilize village and neighbourhood women from different ethnic and socio-economic groups, ultimately transforming sectoral projects into social movements. The Federation also had provided leadership in the enactment of laws to protect the rights of women and children, with its most outstanding results evident in the empowerment of women. Through mass literacy campaigns, skills training, leadership training and advocacy, the lives of millions of women had been transformed, with some 90 million women having received some form of skills training.

Staff Awards

283. The Deputy Executive Director, Operations, announced that the 1994 Staff Awards had been presented to the following: the staff of Operation Lifeline Sudan, as an example of a long-term humanitarian operation, who worked at great personal risk and in remote and isolated locations to maintain the flow of essential life-saving services for mothers and children; the staff of the Madras, India, office, for helping to place children's issues in the forefront of the public agenda in Tamil Nadu, a state with a population of almost 60 million; and the staff of the Mexico country office, under the leadership of Mr. Jorge Jara, for providing crucial support for mobilizing top-level political will for children.

B. Tributes

284. The Deputy Executive Director, Operations, as well as many delegations, paid tribute to staff members who had died in the past year in the service of children: Mr. John Wandayo, a national of Uganda, a UNICEF driver who was killed on 18 October 1993 in Kampala, Uganda, ambushed by unknown gunmen; Dr. Fred Musonge, of the Ugandan Ministry of Health, who was killed in the same attack; Mr. Kai David Lincoln, a 23-year-old national of the United States of America, who was seconded from GCO to the United Nations Operation in Somalia, who was killed in Mogadishu when the car in which he was riding was ambushed; and at least five UNICEF staff members of Rwandan nationality, along with more than a dozen members of their families, who were killed during the first few days of the violence in that country in April 1994.

285. In addition, the Deputy Executive Director, Operations, mentioned three colleagues whose deaths had left the UNICEF family in mourning: Mr. Eiji Seiki,

a national of Japan, who had held the post of Comptroller when he died in New York in May 1993; Mr. Michael Shower, a United States citizen and Counsellor to the Executive Director; and Mr. Robert Foscher, a French national and driver in Geneva.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Opening of the session and adoption of the agenda

286. The session was opened by the Chairman, who said that the annual session was a forum for the Board to discuss in depth and adopt important policy and operational decisions affecting child survival, protection and development. The Executive Director said that the Executive Board had dealt with the bulk of programme matters at its second regular session the previous week and, thus, members could focus on matters of policy and strategy, linking concerns for children's well-being to all the burning issues of development that posed challenges for the next century.

287. Prior to the adoption of the agenda, one delegation stressed the importance of implementing General Assembly resolution 48/162 of 20 December 1993, saying that the annual session required a focused, business-like discussion of issues, not a general debate. Although 1994 was a transition year, the clustering of agenda items, particularly items 4, 5, 6 and 7, on the report of the Executive Director (E/ICEF/1994/2 (Part I, Part II and Part II/Add.1)), the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1), the progress report on follow-up to the World Summit for Children (E/ICEF/1994/12) and ensuring child survival, protection and development in Africa (E/ICEF/1994/L.4), respectively, gave the impression that the Board would hold a general debate. Agenda item 5, the medium-term plan, including the financial plan, was of a different nature than the other items in the cluster, requiring a separate, focused discussion. Only one half hour was scheduled for the Executive Director's response to issues raised on all four items; the discussion of the medium-term plan would require more time.

288. The secretariat replied that the four major reports were clustered for better management of time, as requested at the second regular session. All of the reports were broad in nature and interlinked. The annual session consisted of only four working days, plus one day for informal consultations. If the four reports were to be considered as separate agenda items, more time would be required. As presently scheduled, interested delegations could make a 10-minute intervention on the items that interested them. If separate interventions were to be made on each item, each delegation would need to take the floor several times.

289. One delegation said that there had been broad agreement at the first regular session that although there would be no general debate, clustering policy and interlinked items would give delegations from capitals a chance to speak on important issues. Several other delegations supported the agenda as proposed, in the interest of saving time. One speaker said that delegations already had prepared statements according to the provisional agenda. His delegation would be willing to adopt an interim arrangement, but not one that would alter the pattern completely.

290. One delegation favoured the proposal to separate agenda item 5, the medium-term plan, from the others in the cluster, but said that there was a full agenda and the session would last only one week. The speaker called for an informal meeting to discuss the medium-term plan, leaving the agenda as it stood. The secretariat stated that informal consultations on draft decisions had been scheduled for 5 May, and that perhaps part of the morning session that day could be devoted to the medium-term plan.

291. Several delegations said that they would make more than one intervention on the first cluster of items on the agenda, and that they would have preferred a separate agenda item for the medium-term plan. One delegation stated that a health specialist from his capital would focus on CSD in Africa and the World Summit for Children, while the other items in the cluster would be discussed in a separate intervention.

292. One delegation said that at its first regular session, the Board had decided generally that items should be clustered, but had not agreed on specific time slots. In the future, there should be more consistency in the work of the Board.

293. The Executive Board adopted the following agenda, as contained in document E/ICEF/1994/1/Rev.1, as amended:

- Item 1. Opening of the session and statement by the Chairman of the Executive Board
- Item 2. Statement by the Executive Director
- Item 3. Adoption of the provisional agenda and organization of work
- Item 4. Report of the Executive Director
- Item 5. Medium-term plan, including the financial medium-term plan, for the period 1994-1997
- Item 6. Progress report on the follow-up to the World Summit for Children
- Item 7. Ensuring child survival, protection and development in Africa
- Item 8. Gender equality and empowerment of women and girls: a policy review
- Item 9. UNICEF and the World Summit for Social Development
- Item 10. Emergency operations, including the issue of land-mines
- Item 11. Progress report and lessons learned from evaluations and studies in UNICEF
- Item 12. Analysis of the responses received on the issues covered in the multi-donor evaluation and results of the open-ended working group
- Item 13. Issues for discussion at the Economic and Social Council
- Item 14. Adoption of decisions
- Item 15. Other business
- Item 16. Concluding remarks and closure of the session

294. One delegation suggested that the layout of the meeting room was not conducive to an open dialogue and asked the secretariat about the status of finding alternate conference facilities. The secretariat responded that, in consultation with UNDP, new conference facilities for regular meetings of the Executive Board were being explored. Since any proposal to construct new conference facilities would have to be submitted to the Advisory Committee on Administrative and Budgetary Questions for comment, the proposal could not be submitted to the Executive Board before its first regular session in 1995. All the alternatives under consideration could only be carried out when UNICEF began to move to the new premises at 633 Third Avenue in the last half of 1995.

B. Report of the Executive Director

295. The Executive Board had before it the report of the Executive Director (E/ICEF/1994/2 (Part I, Part II and Part II/Add.1)), which was introduced by the Deputy Executive Director, Programmes.

296. The report was well received by delegations and its contents were considered useful and informative. Many delegations praised UNICEF for its effective cooperation with developing countries using the goals of the World Summit for Children to mobilize a grand alliance for children. Some delegations questioned whether attention to goals for children helped or hindered programme sustainability, national capacity-building and longer-term development. A related issue was whether global goals and targets were sufficiently relevant to diverse national situations. One speaker suggested that goals and targets should not be the most important determinants for setting priorities and making strategic choices. Other delegations said that goals adapted to their countries' situations had helped to focus attention on children's needs and mobilize resources for children.

297. The Executive Director responded that the experience of UNICEF over the last decade had demonstrated that progress towards tangible goals built confidence and capacities and promoted the reordering of priorities, leading to greater sustainability of human-focused development. The goals for children should derive from the NPA and the country programme should remain the centrepiece of individual countries' efforts to improve the well-being of their children and women.

298. Many delegations, from both developing and developed countries, expressed strong support for the "20/20" initiative, under which donor Governments would allocate 20 per cent of official development assistance (ODA) to basic human development needs, with developing countries allocating 20 per cent of their budgets to the same sectors, as a means of securing more resources to help meet the goals for children and women. On the other hand, several other speakers expressed the view that it might not be universally applicable since the needs of individual countries varied considerably. Responding to a suggestion that an ad hoc committee, consisting of bilateral and multilateral donors, be established to examine the issue of "20/20", the Executive Director suggested that UNICEF, with the Executive Board's approval, contact the Organisation for Economic Cooperation and Development to propose a meeting of its Development Assistance Committee on "20/20". He also suggested that the Board might devote a part of the session to an in-depth discussion of the "20/20" concept. (See paras. 334 and 342 below for further discussion of this issue.)

299. Several delegations endorsed the report's contention that the industrialized countries needed to do more, in line with the commitments they

had made at the World Summit for Children, to support the achievement of the goals for children and women. Other delegations mentioned the importance of efficiency, cost-effectiveness and accountability, particularly in a time of limited resources. The Executive Director welcomed the suggestion of one delegation that the administrative and management review of UNICEF examine ways to streamline and improve its operations.

300. Several delegations mentioned that they would have liked the report to contain more specific references to follow-up to the multi-donor evaluation. The secretariat replied that a separate report had been prepared on follow-up to the multi-donor evaluation (see paras. 395-397 below).

301. One delegation suggested that, in the light of the current re-examination of the role of the State, UNICEF should consider alternatives to Government-provided basic services. The report would have been strengthened by more discussion of the respective priority given to advocacy, planning and programmes in UNICEF activities. Another speaker said that the report could have benefited from a fuller treatment of UNICEF activities in the area of family planning.

302. A number of delegations made observations regarding the overlap of the content and use of the Executive Director's report and the medium-term plan (see paras. 304-305 below).

C. Medium-term plan for the period 1994-1997

Programme elements

303. The Executive Board had before it the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1). The Deputy Executive Director, Programmes, introducing the programmatic section of the plan, said that it built on past plans and had taken into account all recent Executive Board policy decisions, including those arising from the debate on the 1992 multi-donor evaluation. Updated every two years, it contained a forward-looking strategic framework. In the new plan, there were several key new portions on changing world conditions, including trends in development assistance; progress towards the goals for the year 2000 and a special section on the mid-decade goals; an update of strategy based on lessons learned; inter-agency cooperation and United Nations system reform; sustainability and national capacity-building; empowerment; accountability; strengthening of the family; and Central and Eastern Europe and CIS. Referring to the issue of gender equality and empowerment of women, he asked if the secretariat should develop a separate report on the role of fathers.

304. Several delegations said that the medium-term plan was a good document, but that it would have been better if it were more concise and more focused on forward-looking aspects than on background information. Some delegations said that it presented a very good summary of what UNICEF is doing and was realistic, and urged UNICEF to continue with what was feasible. One speaker said that much of the information in the plan was repeated in the Executive Director's report. Another speaker suggested that in future it be more precise, listing objectives and performance indicators where implications could be drawn together in a clear, transparent manner. One delegation suggested that the plan's format be changed to provide a strategic overview of key issues and said that the Board should draft appropriate guidelines.

305. The Executive Director welcomed the suggestions for changing the format of the medium-term plan, which the secretariat also found to be a weighty document to prepare. However, it was useful to have the entire UNICEF strategy and the full sweep of its activities described in one report, which was the purpose of the report of the Executive Director.

306. There was general overall support for the policies outlined in the medium-term plan. One delegation said that the plan's goals reflected a commitment to sustained human development, and many delegations supported the plan's emphasis on Africa. Several speakers said that the plan's objectives would help to build momentum towards the longer-term goals for children, and one spoke approvingly of the approach to meeting basic needs and providing basic services. Another speaker called it an excellent vision for the future.

307. In general, delegations agreed with the plan's focus on the mid-decade goals as a way to monitor progress and build towards achieving the goals for the year 2000. One speaker, however, said that capacity-building and empowerment should become a major part of the strategy mix and that, therefore, there should be a better balance between the setting of quantitative goals and targets and what was required in individual situations for longer-term development. Another Board member spoke strongly in favour of focused strategies, such as the one for the eradication of dracunculiasis, that not only made an immediate difference to individuals but also had a long-term, sustainable benefit for all. The speaker said that he had been affected by dracunculiasis as a child and knew first-hand how debilitating it could be.

308. Many delegations were pleased with the support for the mid-decade goals that had been expressed by a number of regional forums and international meetings. Many expressed support for the UNICEF emphasis on monitoring progress and called for even wider support for such activities. One speaker said that more attention should be paid to qualitative, as well as quantitative, indicators. Another delegation supported the plan's emphasis on surveillance as a continuing effort by management to evaluate action. A number of speakers, referring to the benefits of improved monitoring of progress, said that The Progress of Nations was useful in that regard. One delegation said that there should be a cautious interpretation of national performance "gaps" based on gross national product, and urged UNICEF to continue to work with other agencies to develop indicators that provided a better indication of performance. Several delegations mentioned areas where UNICEF could contribute to the development of indicators that would better measure progress and programme performance. One delegation suggested that ICDC in Florence, Italy, serve as a base for UNICEF evaluation activities.

309. Some delegations expressed concern about the cost-effectiveness and sustainability of the mid-decade goals. Other speakers asked whether sufficient attention had been paid to individual countries' conditions when the goals had been set. The Executive Director replied that the mid-decade goals should be most appealing for those concerned with cost-effectiveness and sustainability. Several goals, such as those for breast-feeding and ORT were virtually cost-free; others, such as the elimination of iodine deficiency disorders (IDD) or the eradication of polio, once achieved, would be sustainable. There was no contradiction between initiatives to achieve short- and medium-term objectives, on the one hand, and longer-term efforts to build sustainable systems, on the other. The UNICEF country programming process addressed the uniqueness of each country.

310. Delegations expressed satisfaction that the medium-term plan had included many of the themes of the multi-donor evaluation and agreed with the conclusions of the section on going-to-scale. Several delegations welcomed the sections on capacity-building, advocacy and empowerment, as well as on lessons learned from UNICEF programmes and the increasing focus on evaluation. One speaker said that strategies for service delivery should not depend on Government action alone. Other Board members spoke favourably of the Bamako Initiative's emphasis on community empowerment. One delegation said that more attention should be paid to the impact of urbanization on the disenfranchised and most vulnerable groups. The secretariat said that UNICEF had always worked closely with local communities and NGOs as well as Governments, with a special focus on reaching the unreached.

311. A large number of delegations noted the importance of maintaining a long-term perspective on sustainability, referring especially to the downward spiral of poverty, population growth and environmental degradation. Such a perspective would lead to a stronger emphasis on the strategies of capacity-building and empowerment in UNICEF country programmes, with special attention to communities and families.

312. One delegation commended UNICEF efforts to balance the requirement for emergency operations with the building of social infrastructure. Other delegations were concerned that emergency activities might affect ongoing programme delivery, especially with the more conservative projections of resources. Some speakers said that the share of the programme budget devoted to education should be increased as this would have relevance for the strategies of empowerment and capacity-building. A number of delegations said that there should be greater emphasis on girls' and women's education, which one described as the single most important investment for social development. Another delegation urged UNICEF to continue educating the media about the silent emergencies that are neglected because of attention given to violence and "loud" emergencies.

313. Several delegations praised UNICEF for its emphasis AIDS and on healthy lifestyles for adolescents. Other delegations supported programmes that link family planning with efforts to reduce maternal mortality. One speaker expressed dissatisfaction with the absence of any mention of contraceptive delivery. The Deputy Executive Director, Programmes, replied that the UNICEF policy on family planning had been approved by the Executive Board in 1993. Responding to comments about the lack of reference to the International Conference on Population and Development (ICPD) in the plan, he said that this had been an oversight and that the subject was addressed in other documents.

314. A number of delegations spoke about the importance of the family, saying it deserved increased attention and welcoming its inclusion in the plan. One speaker addressed the need to provide assistance in societies where family structures for child-bearing had been neglected. Another Board member spoke of the need to recognize diversity and change, respecting many different non-traditional family forms. Other speakers welcomed the emphasis on the importance of the role and participation of fathers.

315. Several delegations mentioned the importance of water supply and sanitation as basic services essential for the well-being of children. One delegation stressed the importance of water as a scarce resource that must be conserved and said that there must be effective maintenance of existing systems. Another delegation said that the Bangalore Global Meeting on Water and Sanitation had been a success and asked when the report would be ready. The

secretariat said that the report was already available in draft form and offered to prepare a sectoral strategy paper for water supply and sanitation for future consideration by the Executive Board.

316. Several delegations encouraged UNICEF to increase its advocacy for children's rights on a global scale. Many speakers said that their Governments were adjusting national legislation to conform to the Convention on the Rights of the Child and were working with NGOs to monitor compliance. One delegation said that UNICEF has an important role to play in the implementation of the Convention and urged UNICEF to strengthen its cooperation with the Committee on the Rights of the Child. Another delegation expressed concern about the country reporting process and emphasized that the reports should not be just a recital of legal action but an assessment of problems and obstacles encountered. The Executive Director pledged the continued support of UNICEF to Governments and to the Committee on the Rights of the Child.

317. Several delegations said that there should have been more information in the plan on inter-agency cooperation and United Nations reform. Some speakers emphasized the need for a better division of labour between United Nations agencies because the benefits of coordination outweighed those of competition, especially in newly independent countries. One delegation said that the ongoing reform of the United Nations system would give the agencies the necessary tools to live up to many expectations, while another said that the reform of United Nations institutions was crucial. (See the annex, decision 1994/A/1, for the recommendations as adopted by the Executive Board.)

Financial plan

318. The financial medium-term plan was introduced by the Deputy Executive Director, Operations. Several delegations mentioned the importance of efficiency, cost-effectiveness and accountability, particularly in a time of limited resources. Two delegations said they hoped the management study would produce new ideas on how UNICEF could further streamline and improve its operations. One speaker said that although further improvements in cost-efficiency might be possible, they were not substitutes for more resources. The secretariat agreed and encouraged delegations to review the section on cost-effectiveness in the report of the Executive Director, which provided several examples of how UNICEF had managed to increase throughput while decreasing the ratio of administrative and programme support budget costs to total expenditures.

319. One delegation endorsed the section of the medium-term plan which indicated that there were no planned net increases in core staff and general resources-funded project staff, and suggested that there also be no increase in supplementary-funded staff. The secretariat responded that UNICEF consulted donors before the addition of posts funded from supplementary funds. Also, any new supplementary-funded posts would be only the minimum number necessary for new activities.

320. One delegation said that the financial medium-term plan lacked contingency planning. The secretariat responded that the format of the new plan was based on the work of the Reference Group and had been approved by the Executive Board in 1992. Paragraphs 276-279 of the plan explained what actions UNICEF took when income varied from projections. Also, the financial medium-term plan was a rolling plan that was adjusted annually, with table 4 showing the current year's adjustments.

321. One delegation asked why emergency expenditures had increased in 1993 while emergency income for the year had decreased. The secretariat explained that UNICEF had received several large contributions for emergencies in November-December 1992 and had recorded them as 1992 income, while the resulting expenditures had taken place in 1993. The same delegation said that emergency income contributions were forecast to decrease in the financial medium-term plan and requested an explanation. The secretariat explained that historically, contributions for emergencies fluctuated and were difficult to predict. Since emergencies were funded primarily from supplementary funds, if the need for emergency funds continued, donors would respond, causing emergency income to be greater than forecast.

322. Some delegations said that the rate of growth in general resource income in the financial medium-term plan was too optimistic. The secretariat responded that income grew in "jumps and starts", and in 1992, it had grown by 16 per cent. If industrialized countries honoured the commitments made at the World Summit for Children, the income figures in the plan would be exceeded. The financial medium-term plan assumed the conservative limited growth figures in table 5, even though UNICEF hoped to achieve the more optimistic figures shown in the same table.

323. One delegation said that the 1993 results suggested reduced donor support for general resources and asked what the indications were for 1994. The secretariat said that although total general resources income in 1993 was \$36 million less than planned, \$28 million of the shortfall was due to exchange rate movements and only \$8 million to reduced donor support. The 1994 forecast was based on information received at the United Nations Pledging Conference for Development Activities and more recent information provided by donors. Because one major donor had announced at the current session that it would increase its 1994 contribution to general resources by 10 per cent, as well as indicating further increases in future years, the secretariat now expected general resources income to be greater than estimated in the financial medium-term plan.

324. One delegation asked why the plan showed an increase in general resources income but did not show a similar increase in programme expenditures. The same delegation asked why there was a decrease in 1994 general resources expenditures compared to 1993. The secretariat explained that because the surplus cash balance was being used for programmes, the percentage growth in programme expenditures could not be directly compared to the percentage growth in income. In 1993, UNICEF had used the cash balance to boost programme expenditures, including an extra allocation for unfunded emergencies approved by the Executive Board that would not be repeated in 1994. Although planned general resources programme expenditures for 1994 could have been a little higher, 1995 general resources programme expenditures would have had to be lower than planned to maintain the liquidity guideline. It would be less disruptive to programmes to have about the same level of planned programme expenditures in both years, as shown in the financial medium-term plan. Despite the planned reduction in general resources programme expenditures from 1993 to 1994, planned programme expenditures in the financial medium-term plan were still at a level much higher than in previous years.

325. One speaker asked why a table distributed informally at the second regular session showing planned global funds expenditure by region did not conform to the expenditure figures in the financial medium-term plan. The secretariat explained that the figures in the table were the total amounts approved by the Executive Board and were, therefore, the maximum UNICEF could spend. The financial medium-term plan showed that planned expenditures on global funds were

less than the approved amount because, historically, expenditures had been 15 per cent less than approved amounts and because planned expenditures on global funds had been reduced due to the current difficulties in general resources income. (See the annex, decision 1994/A/1, for the recommendation as adopted by the Executive Board.)

D. Progress report on the follow-up to the World Summit for Children

326. The Executive Board had before it the progress report on the follow-up to the World Summit for Children (E/ICEF/1994/12). The Deputy Executive Director, Programmes, introduced the report and asked the Board for guidance on when the mid-decade review of progress towards the goals of the World Summit for Children should take place. The secretariat's view was that it should be in September 1996, when all national results through 1995 would have been reported.

327. One delegation called for country- and regional-level appraisals, in addition to national follow-up. Other delegations said that ICPD, the World Summit for Social Development and the Fourth World Conference on Women would be opportunities for reporting progress. One delegation spoke of 1995 as a benchmark year for assessing progress made. A number of delegations called attention to the mid-decade progress reviews called for in the Summit Plan of Action. The Executive Director said that he expected the Secretary-General's own mid-decade review to take place in 1996, when results from all countries would have been shared with other United Nations agencies.

328. Several delegations reported on local plans of action for children, with one referring to such plans as expressions of real decentralization, where the vulnerable groups were given due consideration. Another delegation said that it was essential that there be leadership at all levels in this decentralization process. A number of speakers described the expansion of activities related to NPAs during 1993, including major developments in empowerment through local plans of action. The Executive Director said that UNICEF had continued to support the grass-roots momentum built up in the past year.

329. Many delegations said that the process of preparing NPAs had been a valuable experience, rallying many levels of society on behalf of action for children. Two delegations said that their own new NPAs had been part of the reconstruction process after war. One speaker added that the NPA, linked with the Convention on the Rights of the Child, represented a landmark in his country. Other speakers from newly independent States said that developing NPAs was a strategic thrust for the future. Many delegations called for continued support for NPAs.

330. One delegation observed that Governments had looked primarily to UNICEF for follow-up on the World Summit for Children, seeing it as the major agency in this area. UNICEF was urged to garner more support from other members of the United Nations system, making them more active partners in the development and implementation of NPAs. Several delegations spoke of the need specifically to involve the World Bank in this process.

331. The Executive Director reported on major inter-agency agreements and coordination achieved over the past year. These efforts included a joint letter from the Director-General of WHO and the Executive Director to heads of State and Government seeking their leadership in achieving the mid-decade goals, as well as a letter from the UNDP Administrator to all UNDP staff urging their support for national action aimed at achieving the mid-decade goals and the

goals for the year 2000 as part of the drive for sustainable development. In addition, UNICEF was working with national Governments and institutions to improve their monitoring capacity so as to inform policy and contribute to sustainable action.

332. Delegations said that the momentum must continue so that all countries completed NPAs and incorporated them into national development strategies and budgets. Several delegations supported UNICEF continuing to work with municipal authorities.

333. A number of delegations drew attention to the need for continued support for monitoring implementation of NPAs, which was cited as a central means to sustain the momentum to date. One speaker underlined the important role played by UNICEF in her country in bringing together national agencies in a shared monitoring initiative and said that this technical assistance by UNICEF should be expanded. Another delegation said that national capacity-building was a major thrust of the country's NPA and saw this as an area which would deserve major emphasis in the next few years. Several speakers mentioned ways through which the mid-decade goals were being integrated into NPAs and were serving to accelerate progress to the longer-term goals set by the World Summit for Children.

334. One delegation said that NPAs were in fact the coherent implementation of country programmes, while others viewed them as costing and fund-raising mechanisms. Many delegations said that more resources should be made available to fund NPAs. Delegations from both industrialized and developing countries spoke in support of the "20/20" initiative (see also paras. 298 above and 342 below). However, some delegations asked for clarification on the delineation of the concept, including how to analyse government expenditure patterns where foreign assistance was integrated into public expenditures. Delegations from developing countries suggested that UNICEF monitor implementation of the "20/20" concept especially for basic social services and argued that the mid-decade goals and NPAs could not be achieved in some countries unless the principle was followed. One speaker said that the initiative could be a starting-point for a North-South alliance to combat poverty. Other speakers proposed that, as suggested in the Consensus of Dakar, "20/20" could be an indicator for measuring progress towards sustained achievements for women and children in Africa.

335. Delegations said that NPAs should be the main strategy followed by UNICEF in its country programme. One speaker said that value would be gained if NPAs were linked to country strategy notes. The Executive Director said that the UNICEF country programming process was merging increasingly with NPAs so that the country programme would become a concrete expression of the UNICEF contribution to national commitments to children. (See the annex, decision 1994/A/2 for the recommendation as adopted by the Executive Board.)

3. Ensuring child survival, protection and development in Africa

336. The Executive Board had before it a report entitled, "Goals for child survival, protection and development in Africa: the challenges of implementation" (E/ICEF/1994/L.4), which was introduced by the Deputy Executive Director, Programmes.

337. Several delegations said that the report provided a comprehensive review of UNICEF activities in Africa. One delegation, however, said that it did not

provide sufficient specific information on how the statement of priority was translated into programmes.

338. While noting that UNICEF had already accorded a high priority to Africa, several delegations encouraged UNICEF to increase this priority. This would require mobilizing additional resources for the continent. Many delegations said that Africa would need a considerable and sustained inflow of resources to alleviate poverty and to achieve sustainable development over the long term.

339. One delegation suggested that in higher-income countries and in countries in transition, UNICEF should act more as a catalyst, supporting policy development, rather than financing programmes. In the least developed countries, particularly in Africa, UNICEF should continue to provide substantial support to programme delivery.

340. Several delegations said that structural adjustment and the continuing debt crisis were having a devastating effect on the delivery of basic social services in Africa. After more than a decade of severe economic crisis and in the context of ever shrinking public sector resources, social sector expenditures were forced to compete with a wide range of development priorities. Referring to the World Bank's World Development Report, one speaker said that Africa, measured by per capita loss of working days, had twice the burden of disease compared to the average for developing countries and four times that of developed countries. Several delegations urged UNICEF to continue its efforts to promote greater debt relief measures for African countries, including debt cancellation and debt conversion for child development.

341. Many delegations emphasized the need for greater external assistance to Africa to help reverse its social and economic decline. One delegation said that despite the commitments made by both African and donor Governments at the 1992 International Conference on Assistance to African Children (ICAAC), the necessary increase in financial support had not followed. The issue of cancellation, relief and conversion of debt owed to bilateral donors and international financial institutions was considered crucial by several delegations. On the question of mobilizing greater resources for Africa's development, several delegations saw the need for a partnership on the basis of joint commitments or compacts by African Governments and donors. One delegation said that the sheer endurance of the children and women of Africa should not be misconceived as an alternative to the commitment and action required to address the desperate situation in Africa. Another delegation proposed that donors and individual or groups of African Governments agree to work on eliminating a specific disease or achieve other specific objectives.

342. Several speakers stated that they were adhering to the principles of the "20/20" initiative as a broad indication of their commitment to shift existing expenditures to strengthen human development priorities in the social sectors. One delegation said that failure to implement the "20/20" initiative would impede the realization of the mid-decade goals and only prolong and broaden the silent emergencies which claimed more lives in Africa than elsewhere. Several African delegations said that there had been significant shifts in public spending from military to social priorities. However, many low-income countries' budgets were already compressed, and the scope for restructuring might be limited. A number of African delegations said that considerable increases in ODA would be required if Africa was to meet the goals. Budgetary reallocations in favour of human development priorities should include a complete "untying" of ODA. One delegation said that in a world beset by the increasing gap between the rich and the poor, the "20/20" concept could be the

starting-point for building a stronger alliance between the North and South in combating poverty. Poverty was the greatest enemy of human rights, including those of children (see also paras. 298 and 334 above).

343. The Executive Director said that Africa was becoming increasingly marginalized as a result of adverse macroeconomic conditions and debt, which reinforced the need for "compacts" for children. The main objective of the compacts would be to secure steady progress towards the achievement of national goals for children by ensuring the availability of adequate and reliable resources.

344. Several delegations said that it was important to adapt global goals to country-specific realities, particularly in Africa. The articulation of NPA subnational programmes was seen as a positive step in that direction. Integrating the goals, as articulated in NPAs, into national development plans would be critical. One delegation said that the NPA was the nucleus of a long-term strategy for investing in people, starting with children.

345. One delegation asked if it was the best strategy to give unconditional support to mid-decade goals in Africa when there were more pressing needs. The opportunity costs of uncritical support to mid-decade goals was high, particularly where national structures were weak and resources limited. UNICEF was encouraged to work closely with national Governments, donors and international financial institutions to explore whether more cost-effective ways of utilizing UNICEF resources could be found.

346. The Executive Director responded that the idea of mid-decade goals in Africa had emerged from ICAAC. The advantage of setting goals to be met by mid-decade and the end of the decade was that they provided a strategic focus for the development of basic social services. Improvements in service delivery would reinforce efforts for capacity-building and empowerment. Achievement of the goals was linked to efforts to strengthen basic infrastructures in the areas of health, education and water supply and sanitation. Systems were needed to sustain achievement, but goals were needed to make systems more efficient. African countries had adapted the goals to their own priority concerns, hence the inclusion of goals for malaria and AIDS in some countries.

347. One delegation asked if UNICEF was exceeding its traditional mandate by assuming a broader advisory role on issues of social development, policy and strategy. Several delegations said that there was a need for greater cooperation between UNICEF and the international financial institutions and emphasized the important role of UNICEF in systematically reviewing the impact of macroeconomic policies on women and children, particularly at the country level. Inter-agency cooperation in accordance with the principles of General Assembly resolution 47/199 of 22 December 1992 would lead to greater benefits for recipient countries. Several speakers underscored the need to expand partnerships with NGOs and National Committees for UNICEF in an effort to mobilize greater resources for Africa.

348. Several delegations emphasized the negative impact of the AIDS crisis in Africa and its devastating impact on long-term development, and commended the innovative UNICEF programmes in such countries as Botswana, Kenya and Zimbabwe as well as the attention paid to family health and youth lifestyles. One delegation suggested that UNICEF review its programme and structure to enhance further its efforts in HIV/AIDS prevention.

349. The importance of education in contributing to sustainable, long-term development was highlighted by several delegations. Particularly in Africa, long-term improvements in CSD would require sustained improvements in women and girl's education. One delegation said that sustainable programmes would need to revolve around people themselves to create an enabling environment where assistance was provided to people to develop their own potential. Empowerment did not come through the passing of resolutions but the implementation of principles. Another delegation suggested that indicators for monitoring the impact of UNICEF interventions on building capacities and institutions should be developed and applied.

350. Several delegations commended UNICEF emergency work in Africa, which often was undertaken in extremely difficult and dangerous conditions. Some delegations raised concerns regarding the increase in UNICEF expenditures on emergency operations, particularly in Africa. The number of emergencies in Africa was testimony to the failure of long-term development in the continent. Greater resource allocations to emergencies dealt with the symptoms rather than the root cause of crises. Empowering Governments to manage effectively the twin processes of political and economic reform would be critical if future emergencies were to be averted. A number of delegations referred to the situation in Rwanda, expressed condolences for the UNICEF staff who had been killed and stressed the need for a concerted response to that tragic and difficult situation. Several delegations supported UNICEF efforts to work with other partners to address the problem of land-mines. The human damage caused by land-mines was underscored by a number of speakers.

351. Several delegations noted with appreciation the progress in ratification of the Convention on the Rights of the Child in Africa and emphasized the importance of implementation and monitoring. One African delegation suggested that UNICEF provide assistance to countries in implementing the Convention.

352. Several African delegations highlighted actions taken to date to help iodize all salt sold or exported by their countries. The Executive Director said that the goal of universal salt iodization could be achieved by the end of 1995 and that the eradication of IDD would bring substantial human development benefits to Africa and its children. (See the annex, decisions 1994/A/3 and 1993/A/11 for the recommendations as adopted by the Executive Board.)

F. Gender equality and empowerment of women and girls

353. The Executive Board had before it a policy review on gender equality and empowerment of women and girls (E/ICEF/1994/L.5 and Add.1), which was introduced by the Deputy Executive Director, Programmes.

354. The Secretary-General of the Fourth World Conference on Women, addressing the Executive Board, thanked UNICEF for playing such an energetic role in the preparations for the Women's Conference and for seconding a UNICEF staff member to the Conference secretariat. The Executive Director of UNFPA and the Secretary-General of ICPD, briefed the Executive Board on the outcome of the recent final Preparatory Committee meeting for the Conference. She said that while the Preparatory Committee had reached a consensus on many important issues, there remained considerable disagreement over several key sections of the draft Programme of Action.

355. Several delegations welcomed the forthright recognition by UNICEF in the policy review of the multiple roles women play in society as caregivers,

economic agents, and increasingly, as participants in the political process. Many speakers emphasized the importance of girls' education, non-formal as well as formal, as a key strategy for women's empowerment.

356. Many delegations supported the introduction of the concepts of the Women's Equality and Empowerment Framework and the life-cycle perspective, as outlined in the policy review. These were seen as important analytical tools for meeting the policy objectives of gender equality and women's empowerment. At the same time, several delegations said that they would have welcomed more detailed information on how those tools were being translated into particular country programmes.

357. One delegation called upon UNICEF to work with other agencies to find ways to meet the special needs of adolescent girls, who were often overlooked. The Secretary-General of the Women's Conference agreed, saying that large numbers of girls were forced into adulthood well before the age of 18 years.

358. One delegation commended UNICEF for discussing gender issues in the context of emergency situations in the policy review, stating that UNICEF work in this area should give particular attention to the psycho-social needs of girls and women affected by conflict situations. UNICEF was urged to collaborate closely with UNHCR in this work.

359. A number of delegations said that income-generating activities for poor women, especially small credit projects, were a tool for women's economic empowerment. However, one speaker said that such projects could run the risk of increasing women's already heavy workloads. Another delegation said that UNICEF should focus on activities related to the girl child, not on income-generating activities. The Deputy Executive Director, Programmes, said that enhancing the status and prospects of the girl child through various means was at the centre of UNICEF gender policies and programmes. A relatively small proportion of resources and energy was devoted to promoting income-generating activities.

360. Delegations were interested in UNICEF efforts to improve the legal status of women and several spoke of the linkages and complementarity between the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women, urging UNICEF to make full use of these instruments to facilitate the empowerment of girls and women and for eliminating harmful traditional practices.

361. A number of delegations commended UNICEF for its efforts in the area of gender sensitivity training for staff, using the Women's Equality and Empowerment Framework. In response to questions on the number and professional level of staff members who had been trained, the Senior Adviser for Women's Development Programmes said that to date, over 800 UNICEF staff had been trained, including 84 representatives, assistant representatives and senior country office and regional office staff. In addition, a large number of executive staff at headquarters also had participated in training and orientation. One delegation urged UNICEF to pay particular attention to specific cultural factors in each country where this training was being conducted.

362. One speaker said that UNICEF efforts to promote greater awareness of gender issues must reflect the fact that those issues were intricately connected with culture. There was no universal approach to gender awareness. In addition, economic issues such as structural adjustment, trade practices and inflation affected women as much as tradition and culture. The speaker, who had

served as Secretary-General of the Third World Conference on Women, held in Nairobi, Kenya, in 1985, said that the Conference had focused almost exclusively on the international economic context, without paying enough attention to the domestic context. It was important now not to go too far in the other direction.

363. The need for more gender-disaggregated data was stressed by many delegations. In addition, several encouraged UNICEF to monitor more systematically the impact of its policies and programmes for women and girls. The Deputy Executive Director, Programmes, said that developing better quantitative and qualitative indicators to monitor policy implementation was a challenge for UNICEF. Efforts to develop more gender-sensitive data should be helped considerably by the release of the second edition of The World's Women, which UNICEF was supporting and would be published early in 1995.

364. A number of delegations, including the Secretary-General of the Fourth World Conference on Women, commended UNICEF for highlighting the need for men to play a bigger role in parenting and in carrying out household responsibilities. She said that absent and lost fathers must discharge their responsibilities. Several delegations said that cooperative, joint efforts by both men and women would be needed to achieve and sustain the goals set out in the draft Platform for Action for the World Conference. One delegation called for greater coordination between donors and NGOs in this respect. Another delegation expressed concern about disrupting harmony in the family by abrupt promotion of changes in gender roles.

365. A number of delegations questioned whether the resources UNICEF had allocated in the medium-term plan for 1994-1997 to programmes to promote the development of girls and women were adequate, given the many wide-ranging issues included in the policy review. Other delegations observed that success in implementing the policies outlined in the review would depend on accountability within UNICEF at different levels, and said that without accountability and monitoring mechanisms, the policy objectives would remain rhetorical and theoretical. Several speakers called on UNICEF to strengthen the capacities and clarify the role of women in development focal points in country and regional offices.

366. Several delegations commended UNICEF for its progress in having women in 38 per cent of Professional posts, but said that there should be more women at the director level. One speaker asked if gender awareness was used as a criterion for appointing and promoting staff. The Deputy Executive Director, Operations, replied that UNICEF is looking into ways of incorporating gender sensitivity into the performance appraisal system for UNICEF staff.

367. Many delegations said that UNICEF was well placed to play a key role in preparations for the Fourth World Conference on Women, particularly in developing gender-disaggregated data for each stage of the life cycle, influencing the content of the draft platform of action for the Conference and ensuring that adequate follow-up mechanisms be established. (See the annex, decision 1994/A/4 for the recommendation as adopted by the Executive Board.)

G. UNICEF and the World Summit for Social Development

368. The Executive Board had before it a report on UNICEF and the World Summit for Social Development (E/ICEF/1994/L.8), which was introduced by the Deputy Executive Director, Programmes.

369. The Chairman of the Preparatory Committee for the World Summit for Social Development addressed the Executive Board, stating that the Summit was inextricably linked with the World Summit for Children. He urged UNICEF to be an active participant in all aspects of the Summit, particularly in helping to define the core issues that the Summit should address; bringing to the Summit a sense of optimism about what could be achieved, on the basis of UNICEF experience in promoting child survival, protection and development; helping to find new approaches to structural adjustment that were consistent with human development aims; and working to ensure that the follow-up to the Summit was well organized and effective. He added that the Summit would be an excellent opportunity to monitor progress towards the commitments made at the World Summit for Children.

370. Delegations appreciated the brevity and clarity of the report and it was suggested that it be a model for future papers prepared for the Executive Board. Several delegations endorsed the UNICEF objectives for the Summit, agreeing that it gave UNICEF an excellent opportunity to put the needs and rights of children at the centre of social development. One speaker suggested that UNICEF should pay particular attention to the role played by rapid urbanization in aggravating poverty, unemployment and social tensions. Another delegation said that in spite of the remarkable progress that had been made in improving the well-being of the world's children, it was still far from clear that children were the centrepiece of social policy. The Summit should establish minimum social guarantees for children and mechanisms should be set up to monitor those guarantees at the national level.

371. Many delegations urged UNICEF to give particular attention to follow-up to the Social Summit, especially because of all the recent international conferences, the World Summit for Children had the most effective and systematic follow-up. UNICEF should use that experience to help ensure that the declaration and plan of action of the Social Summit included strong measures for monitoring commitments at national and international levels.

372. UNICEF also was encouraged to bring to the Social Summit its positive experiences with cost-effective approaches to human development. Another delegation urged UNICEF to work towards a declaration and plan of action that included strong measures to support families.

373. As part of its preparations for the Social Summit, UNICEF was encouraged to undertake an analysis of experience to date with implementation of the Convention on the Rights of the Child. By documenting this positive experience, UNICEF could help to ensure that the Summit took place in a spirit of optimism.

H. Emergency operations

374. The Executive Board had before it a report on emergency operations (E/ICEF/1994/11), which was introduced by the Deputy Executive Director, Programmes, who reviewed the themes of the report and referred to the close collaboration between UNICEF and DHA.

375. The Under-Secretary General for Humanitarian Affairs addressed the Executive Board and paid tribute to the UNICEF contribution to the overall United Nations effort to meet humanitarian needs.

376. In a written statement distributed to the Executive Board, the High Commissioner for Human Rights said that children made up over one half of the world's population and, at the same time, were the most vulnerable, endangered and exploited part of humanity. He regretted the recent violence in Rwanda, where 100,000 people had perished, with the heaviest burden falling on children and women. A representative of the High Commissioner had been sent to the area to see what could be done to end the violations of human rights and prevent extension of the conflict outside Rwanda's borders.

377. Many delegations paid tribute to the UNICEF staff who had lost their lives in the line of duty in Rwanda. Some delegations urged UNICEF to ensure greater security for staff working in emergency situations. Several speakers commended UNICEF for its commitment, courage and capacity to respond rapidly and effectively to emergencies. The report itself was commended for its comprehensiveness and clarity.

378. The issue of striking and maintaining a balance between emergency relief and long-term development became a central focus in the discussion. While commending UNICEF for its outstanding work in responding to emergencies and urging the organization to continue to demonstrate this ability, several delegations wished to see a clearer delineation between emergency, rehabilitation and development activities. Because of competing demands on limited resources, several delegations said that UNICEF should continue to respond to emergencies, but not at the expense of long-term development.

379. The secretariat replied that, through the country programme approach, UNICEF was committed to development. If UNICEF did not take an active role in responding to emergencies, its credibility and image would be compromised and children would suffer immensely. There were difficulties in establishing clear demarcations between emergency, rehabilitation and development. Key interventions such as measles vaccination, ORT, vitamin A supplementation and water supply and sanitation services were common to both situations.

380. The secretariat said that the balance of UNICEF expenditure on emergency operations was largely a matter of donor support. Thus, in 1993, the \$223 million spent on emergency operations, equivalent to 28 per cent of total programme expenditure, was a reflection of donor support and not a deliberate diversion of general resources. However, in emergency situations UNICEF continued to apply the country programme approach, including national capacity-building and prompt service delivery, in addition to maintaining effective management structures so that emergency operations did not disrupt development activities elsewhere in countries not entirely affected by an emergency. The secretariat asked the members of the Executive Board to consider several issues. First, it was important that donors did not decrease support for development because of emergency needs, but rather continue to ensure supplementary funding for development activities. Secondly, donors should review their humanitarian support in the wider context of total financial support provided for countries affected by conflict situations. The overwhelming disparity between the cost of peace-keeping and humanitarian operations was a major dilemma.

381. One delegation questioned the rationale of UNICEF involvement in providing non-traditional relief assistance such as kerosene, clothing, shelter materials

and food. Another delegation said that UNICEF was stretching its capacity to the limit and should not attempt "to burn candles at both ends". The secretariat replied that because of the role of UNICEF as lead agency in some countries and the unique problems of certain emergencies, the provision by UNICEF of kerosene and winter requirements, as in Iraq, was justified.

382. One delegation said that the administrative and management review should also address management issues related to emergency operations. Some delegations requested clarification on the relationship between CERF and EPF and on the use of the latter. The secretariat said that the two funds were complementary. EPF was used to respond to emergencies for which no appeals had been launched or for which funding prospects had proven to be poor, while the capacity of CERF was often limited by liquidity.

383. Many delegations commended UNICEF for its support to DHA and the United Nations coordination system. One delegation requested clarification on the unresolved issues before the Inter-Agency Standing Committee (IASC). The secretariat replied that IASC continued to work on such issues as the continuum from relief to development, field coordination and land-mines.

384. Some delegations recommended a clearer division of labour between UNICEF and other operational agencies, including WFP and UNHCR by entering into memorandums of understanding. These would ensure better resource allocation and important linkages between the food and non-food components of emergency operations. One speaker also stressed the importance of closer collaboration with WHO. Another delegation suggested that UNICEF collaborate closely with regional bodies such as the Inter-governmental Authority on Drought and Development, whose mandates and activities relate closely to UNICEF humanitarian and developmental concerns. The secretariat said that discussions with WFP were ongoing and would lead to the conclusion of a memorandum of understanding between the two agencies, and that plans were under way to pursue a similar agreement with UNHCR. The UNICEF/WHO JCHP provided a good framework for close collaboration between the two agencies.

385. Another delegation stressed the importance of evaluation of emergency operations and recommended that UNICEF undertake these evaluations based on the three strategies identified in the multi-donor evaluation, service delivery, capacity-building and empowerment. The secretariat stated that UNICEF had undertaken evaluations in Angola, Liberia and the former Yugoslavia. UNICEF also had participated in the evaluation by the Government of the Netherlands of relief and rehabilitation programmes in southern Somalia. UNICEF was documenting lessons learned in managing emergency programmes in various countries, including Iraq and Somalia.

386. Addressing operational issues, some delegations said that there was a need for training on emergency management and staff security, as well as orientation of new representatives and staff assigned to countries affected by emergencies. Training programmes on stress management also were felt to be important. The secretariat responded that UNICEF had developed training materials on those topics, which also had been shared with other concerned United Nations agencies.

387. The issue of anti-personnel mines in large areas of war-affected countries was discussed in the context of the discussion on emergency operations. The Deputy Executive Director, External Relations, stated that the use of anti-personnel land-mines violated many core provisions of the Convention on the Rights of the Child. The Executive Director had called for a ban on the production, use, stockpiling, sale and export of anti-personnel land-mines at

the Human Rights Commission in March 1994. The International Committee of the Red Cross (ICRC) had supported this call. In addition, Secretary-General Boutros Boutros-Ghali had urged an international agreement banning the production, stockpiling, transfer and export of mines and components.

388. Several delegations expressed their concern about children affected by armed conflict and the devastating effect of anti-personnel mines in large areas of countries affected by war. Many speakers supported UNICEF advocacy and awareness-raising efforts concerning the protection of children from land-mines. One speaker described in detail the situation in his country and recommended that UNICEF work closely with NGOs and National Committees to advocate the ban on land-mines. Another speaker recommended that UNICEF focus on education, information, care of victims and advocacy for a ban on both production and use of anti-personnel mines. The need for coordination with other United Nations bodies and ICRC was stressed. (See the annex, decisions 1994/A/5, 1994/A/6 and 1994/A/7 for the recommendations as adopted by the Executive Board.)

389. Before the conclusion of the discussion of this agenda item, the Deputy Executive Director, Operations, informed members of the Board that the Government of Pakistan had made a contribution of \$100,000 through UNICEF for the relief and assistance efforts for the children of Bosnia and Herzegovina.

I. UNICEF evaluation activities and follow-up to the multi-donor evaluation of UNICEF

UNICEF evaluation activities

390. The Executive Board had before it a progress report on lessons learned from evaluations and studies in UNICEF (E/ICEF/1994/L.3), which was introduced by the Deputy Executive Director, Programmes.

391. Many delegations were pleased with the efforts made by the Evaluation and Research Office over the last two years to strengthen the management of the evaluation function in UNICEF. Since the 1992 report on evaluation, emphasis had shifted from the production of evaluations to better use of evaluation results. Several delegations referred to the improvement of policies and strategies regarding evaluation, the strengthening of the organization's information system through the use of new computer technologies, and the enhancement of the "lessons learned" process. The evaluation of the Philippines country programme was cited as an important source of lessons learned in the area of capacity-building and empowerment. UNICEF efforts in the strengthening of local capacities for evaluation were also appreciated.

392. The need for a more problem-oriented analysis and results-based system of evaluation, including reporting on successes and failures, was cited by a number of delegations. It also was suggested that in future, regional reports of lessons learned should focus more on the assessment of strategies. The secretariat said that from a methodological standpoint, the measuring of indicators for capacity-building and empowerment presented a special challenge.

393. One delegation expressed concern about the extent to which improvements made to UNICEF evaluation systems and policies had been integrated by field offices. The secretariat replied that an Executive Directive on the management of evaluation in UNICEF had been distributed throughout the organization, and cited three examples of results implemented by field offices to date: the inclusion of strategic choices in CRPs presented to the Executive Board; the

inclusion of integrated monitoring and evaluation plans and budgets in the preparation of country master plans of operation; and country office reviews of data contained in the evaluation database for incorporation into a CD-ROM diskette to be distributed to all UNICEF offices in the coming months. One delegation said that it looked forward to seeing future CRPs provide reflection on strategic choices made.

394. The need to strengthen the analysis of cost-effectiveness, as well as to increase both independent and external evaluation arrangements and the involvement of clients, Governments and communities in evaluation processes, was cited by one delegation. Regarding cost-effectiveness, the secretariat said that the new Social Policy and Economic Analysis Office was committed to providing training and methodological development in that area, and that specific cost-effectiveness studies were being carried out, although more needed to be done. Regarding external and independent evaluations, the secretariat said that 12 per cent of UNICEF evaluations were carried out jointly with donors, and that 14 per cent of evaluations were completed together with other United Nations agencies. In addition, UNICEF evaluations were not usually carried out by UNICEF staff members, efforts were being made to strengthen local capacities in the area of evaluation, and the involvement and opinions of Governments, NGOs, communities, etc., did not lessen the degree of independence of evaluations.

Follow-up to the multi-donor evaluation of UNICEF

395. The Executive Board had before it an analysis of the responses received on the issues covered in the multi-donor evaluation of UNICEF (E/ICEF/1994/L.7) and the report of the open-ended working group on follow-up to the multi-donor evaluation established by the Executive Board (E/ICEF/1994/CRP.13).

396. Many delegations expressed gratitude to UNICEF for the seriousness which had been accorded to the recommendations made in the multi-donor evaluation. A number of speakers said that they were encouraged by the way in which ideas and concepts presented in the evaluation had been followed up by the organization at various levels. One delegation referred to the recent work on strategy development in the area of water supply and sanitation as a good example of UNICEF follow-up to the evaluation. Another delegation was pleased to see that advocacy had been recognized by UNICEF country offices as a separate strategy in itself. Several delegations supported the suggestion that a post-evaluation review take place at an appropriate time in the future to assess its implementation in the field.

397. Many delegations were pleased with the efforts of the open-ended working group and expressed support for the draft proposal contained in its report. One delegation said that the four strategies of service delivery, capacity-building, empowerment and advocacy should not lead to the creation of new verticalities and targets. Another delegation raised the question of the exact standing of the multi-donor evaluation and its recommendations. The secretariat replied that follow-up to date had been guided by decisions taken by the Executive Board in 1993. Proposals for Executive Board participation in the administrative and management review of UNICEF were welcomed by the secretariat. (See the annex, decision 1994/A/8 for the recommendation as adopted by the Executive Board.)

J. Issues for discussion by the Economic and Social Council

398. The Executive Board had held informal consultations on issues related to UNICEF that could be discussed by the Economic and Social Council at a later date. The Deputy Executive Director, Programmes, suggested that a discussion of the implementation of General Assembly resolution 47/199 on operational activities for development also might be appropriate. He said that at this stage, the Board might focus on having a useful exchange of views, since the actual decisions would be taken through the Council's own processes. Items that could be considered by the Council included implementation of strategies that would emerge from upcoming international conferences, as well as the Plan of Action of the World Summit for Children and Agenda 21; priority issues for Africa and Central and Eastern Europe and CIS; and the "20/20" concept.

399. With regard to the implementation of resolution 47/199, one speaker said that the issue of common premises would pose difficulties in his country and would require discussion in the Economic and Social Council.

400. One delegation said that the Executive Board should not make decisions regarding the Council's agenda, although the Board could present ideas to the Council. However, those ideas, questions or issues must be relevant to the United Nations system as a whole. United Nations system-wide cooperation in CIS was such an issue. It also was stated that the Board should concentrate on issues of direct relevance to UNICEF. Another delegation said that the Executive Board should make a substantial input to the Council's discussions. The Board should decide at which of its sessions it would consider issues for recommendation to the Council's organizational session.

401. The policy role of the Council was emphasized by another delegation. For example, the Council's discussion of HIV/AIDS would be of relevance to several agencies, including UNICEF. At future Executive Board sessions, it might be appropriate to remember the differences between roles of the Board and of the Council.

K. Greeting Card and related Operations - work plan and proposed budget for 1994

402. In accordance with decision 1994/R.2/11 taken at the second regular session, the Executive Board considered a draft decision on the GCO work plan and proposed budget for 1994. (See the annex, decision 1994/A/9 for the recommendation as adopted by the Executive Board.)

L. Rules of procedure

403. In accordance with decision 1994/R.2/1 taken at the second regular session, the Executive Board considered the report of the Open-ended Working Group on the Rules of Procedure (E/ICEF/1994/L.17) and the recommendations of the Working Group as contained in documents E/ICEF/1994/L.18, E/ICEF/1994/L.19, E/ICEF/1994/CRP.27, E/ICEF/1994/CRP.39 and E/ICEF/1994/CRP.40, as well as document E/ICEF/1994/CRP.49. (See the annex, decision 1994/A/10 for the recommendation as adopted by the Executive Board.)

M. Adoption of decisions

404. The Executive Board met on Friday, 6 May, to take action on recommendations emanating from informal consultations during the session. (See the annex for the recommendations as adopted by the Executive Board.)

405. Following the adoption of the decision on gender equality and empowerment of women and girls (see the annex, decision 1994/A/4), one delegation said that because of increasingly difficult economic situations, many women in developing countries had been enticed by recruiters to work abroad, leaving their children to the care of relatives and friends. Many of those migrant workers did not make enough money to make trips home and sometimes did not see their children for years. Many of the children of migrant workers were neglected, falling prey to street crime and drug abuse, and vulnerable to sexual abuse and molestation. UNICEF was requested to take note of the plight of such children, particularly their psycho-social and educational needs.

406. Prior to its adoption by the Executive Board, the decision on the medium-term plan (see the annex, decision 1994/A/1) was debated briefly, with some delegations requesting clarification as to the correct wording of the decision. The Deputy Executive Director, Operations, said that the text, which takes note of the plan as a framework of financial projections for 1994-1997 and approves the preparation of up to \$820 million in programme expenditures to be submitted to the Board in 1995, was acceptable, although different from past decisions on the subject, which also had endorsed the programme objectives of the organization. One speaker said that her delegation wanted the text to "take note of" rather than "endorse" the medium-term plan because of concerns about the format of the plan, which was too long and detailed to consider fully at the present session.

407. Regarding the decision on the situation of children in Rwanda (see the annex, decision 1994/A/7), many delegations said that it was important that the Board take note of the situation of children and women affected by the current conflict in that country. Some delegations, however, while sharing the concern about the situation of children and women in Rwanda, voiced concern about the nature of the text and did not want to transcend the boundaries of the Executive Board, as some issues related to the conflict in Rwanda should be discussed in other forums such as the Security Council and/or the General Assembly.

Part four

THIRD REGULAR SESSION OF 1994

Held at United Nations Headquarters from 3 to 5 October 1994

I. ORGANIZATION OF THE SESSION

408. The Executive Board of UNICEF held its third regular session of 1994 from 3 to 5 October 1994 at United Nations Headquarters.

A. Opening remarks

409. The President of the Executive Board said that she recently had undertaken field visits to UNICEF programmes in Bangladesh and Indonesia. From her small experience, she had been able to see the visible impact of UNICEF programmes on the working methods of Governments. For example, follow-up measures to the World Summit for Children, including NPAs, were now part of some Governments' plans and working methods, guaranteeing the sustainability of development programmes. However, there was a need for greater cooperation and partnership between donors and developing countries.

410. The Executive Director said that following the success of ICPD, major breakthroughs for sustainable human development were now possible. However, there should be more of a collective sense of urgency, impatience and outrage over the gulf between rhetoric and action. The existing consensus on development goals and strategies and accelerated activities on the ground would fall short of the mark if sufficient resources were not mobilized quickly to fund concerted holistic efforts. ICPD had taken note of the "20/20" initiative on funding basic social services and commended it to the attention of the preparatory process of the World Summit for Social Development.

411. With regard to the funding situation of UNICEF, the Executive Director said that preliminary estimates for 1994 pointed to a 5 per cent increase in UNICEF total income over 1993 despite the wider trend towards declining official development assistance. Some of the increase, however, would be due to exchange rate fluctuations and the total still would be short of the record high income in 1992, when contributions increased by 16 per cent in one year. A majority of the major governmental donors to UNICEF had maintained their levels of general resources contributions this year, but there was concern about reductions in general resources contributions on the part of three major donors.

B. Response to the opening remarks of the Executive Director

412. Responding to the Executive Director's comments about its decrease in contributions to general resources, one delegation said that its National Committee for UNICEF contributed more than all other National Committees. The reduced government contribution had been determined by the country's Parliament in view of the comparatively high cumulative surplus of funds of UNICEF, and the level of the contribution would be reconsidered next year. The speaker added that his Government had made one of the largest contributions for the emergency situation in Rwanda.

413. Addressing the same subject, another delegation stated that its Government had contributed approximately \$23 million to supplementary and emergency funds in 1993, and already just under \$10 million had been contributed in 1994. The Government would look selectively at that area of support to UNICEF and would continue to be a consistent donor.

414. A third delegation said that its Government had reduced its contribution to general resources because of budgetary constraints, but that its supplementary funds contributions had increased significantly, so that the level of its overall contribution had increased.

415. The Executive Director said that he appreciated the comments made by the three delegations. General resources were core financing for UNICEF and, thus, provided a predictable means of building programmes. He hoped that on reaching a particular level of general resources contributions, countries would try to maintain or increase it. He also expressed appreciation for the contributions made by National Committees for UNICEF.

C. Adoption of the agenda

416. The Executive Board adopted the following agenda for the session, as contained in document E/ICEF/1994/15 and Corr.1:

- Item 1. Opening of the session: remarks by the President and the Executive Director
- Item 2. Adoption of the provisional agenda and organization of work
- Item 3. Election to fill the vacant post of one Vice-President
- Item 4. Status report on follow-up to the multi-donor evaluation of UNICEF
- Item 5. Interim assessment of the management review of UNICEF
- Item 6. Projections of future levels of UNICEF headquarters staff
- Item 7. Review of UNICEF recovery policy
- Item 8. A self-financing Supply Division
- Item 9. UNICEF health strategy: policy review
- Item 10. Election of members to the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (JCHP)
- Item 11. Review of Greeting Card and related Operations (GCO) currently located in Manhattan
- Item 12. GCO: report on implementation of Executive Board decision 1993/24 C.1 and C.2
- Item 13. Continuation of funding from the administrative and programme support budget for Central and Eastern Europe, the Commonwealth of Independent States (CIS) and the Baltic States
- Item 14. Conference facilities at the premises of UNICEF headquarters
- Item 15. Issues to be addressed at the 1995 Executive Board sessions and their work programmes and working methods

- Item 16. Use of global funds, including the Interregional Fund for Programme Preparation, Promotion and Evaluation
- Item 17. Other business
- Item 18. Concluding remarks by the Executive Director and the President

417. Prior to the adoption of the agenda, one speaker said that under item 15, issues to be addressed at the 1995 Executive Board sessions and their work programmes and working methods, there was less need for a discussion of internal management issues than for a discussion of priorities. While 1994 was a transition year with respect to General Assembly resolution 48/162 of 20 December 1993, the agenda was not sufficiently reflective of the spirit of that resolution in terms of improved exchange of information. The secretariat had an important role in improving coordination and communication with the Economic and Social Council. No item on the agenda reflected the recent discussions at the Council, including the recent resolution on HIV/AIDS. The agenda also did not reflect the results of such important conferences as ICPD.

418. One speaker proposed taking time, perhaps at the first regular session of the Executive Board in 1995, to discuss the policy issues about which the Board would like to make recommendations for the Council's high-level segment. Another speaker agreed that there should be a more constructive role for the Board in relation to the Council, which was the only policy-making body. If the Board stuck to its initial decision on the allocation of items between annual and regular sessions (decision 1994/R.1/2), matters relevant to UNICEF that were considered at recent Council sessions would be discussed only at the annual session in 1995, which would not be reasonable. There was an in-built element to the review of policy at every Board; specific decisions were not warranted. As policy decisions would continue to be discussed at every Board, so, by inference, would issues related to the Economic and Social Council, since only the Council could make policy decisions.

419. The secretariat said that at its first regular session in 1994, the Executive Board had formulated some general principles on the division of labour between annual and regular sessions. The draft programme of work for 1995 had been drawn up in the light of that decision.

D. Election to fill the vacant post of one Vice-President

420. The Executive Board elected Mr. Lennarth Hjelmaker (Sweden) to fill the vacant post of Vice-President representing the Western European and Others group of States for the remainder of the Board term expiring 31 December 1994.

II. DELIBERATIONS OF THE EXECUTIVE BOARD

A. Status report on follow-up to the multi-donor evaluation of UNICEF

421. The Executive Board had before it a status report on follow-up to the multi-donor evaluation (E/ICEF/1994/L.20), which was introduced by the Deputy Executive Director, Programmes.

422. A number of delegations said that they were pleased with the status report and looked forward to receiving the different sectoral and other strategy papers that would be presented to the Executive Board in 1995. Speakers said that the open-ended working group on evaluation should continue its dialogue with the secretariat concerning the different policy and strategy adaptations to be made in response to the recommendations of the evaluation.

423. Several delegations expressed concern that a new model CPR was going to be presented to the Executive Board at the second regular session in 1995, when more than 40 country programmes would be reviewed and approved; they would have preferred to discuss the model at the first regular session in January 1995. Another speaker said that decision 1994/A/8 did not call for a new model country programme, while the open-ended working group was mandated by the Board to identify issues emanating from the multi-donor evaluation that needed further follow-up, and not to follow-up to decision 1994/A/8. The Deputy Executive Director, Programmes, said that the secretariat did not intend to present a new model for CPRs, as that was also not called for in decision 1994/A/8. Rather, the secretariat intended to present at least one major country programme in depth to demonstrate the process by which the strategy elements identified by the evaluation were incorporated into the new country programme. However, explicit instructions had been sent to all country offices preparing country programme submissions for 1995 to ensure that all programmes would include the four strategy elements identified and approved by the Executive Board.

424. One Board member stressed the importance of presenting a country programme in detail to demonstrate the process and other Board members agreed, while stressing the importance of ensuring that all strategies identified in the evaluation actually were reflected in the country programme presentations.

425. There was a brief discussion as to how the evaluation should be designated in future, with one speaker saying that there should be a new name in order to move the focus away from donors to include all relevant partners. Another speaker said that it was not advisable to change the name at present because it might create some confusion in the future. Several delegations agreed with a suggestion that the evaluation be referred to as "the 1992-1993 special evaluation of UNICEF".

426. One delegation expressed concern about coordination between the different policy papers planned for 1995, as indicated in the status report. The Deputy Executive Director, Programmes, replied that the linkages between various policy papers would be made explicit in the general conceptual strategy paper on follow-up to the evaluation being submitted to the Executive Board at its first regular session in 1995. Several speakers suggested various policies that needed revision or updating, including the family planning policy, in the light of ICPE, and the policies on nutrition, women in development and gender, children in especially difficult circumstances and education. The Deputy Executive Director, Programmes, suggested that several policies did not need full revision, but that rather in the general strategy document reference could

be made to such specific policies as nutrition. Perhaps short papers could be produced to reflect updates on policies in lieu of full policy papers, which would require major work on the part of the secretariat.

B. Interim assessment of the management review of UNICEF

427. The Executive Board had before it an interim assessment of the management review of UNICEF (E/ICEF/1994/AB/L.12), which was introduced by the Deputy Executive Director, Operations.

428. Jay Berry, Vice President of Booz-Allen & Hamilton Inc., the firm chosen to conduct the management review, gave a slide presentation and progress report on the management study. The presentation provided an overview of the consultant team's work completed to date and some preliminary findings. Mr. Berry cautioned that since the study was still in progress, the Executive Board should consider the presentation merely as a draft for information and preliminary comments.

429. Many delegations said that the presentation was an excellent summary of the important areas under review at UNICEF. Several speakers also thanked the Executive Director for the cooperation shown by UNICEF with the management study team. One delegation said that other United Nations agencies could benefit from a similar study.

430. Several delegations said that since the presentation was a preliminary draft, the present session was not the right time for a detailed discussion of issues. Many speakers said that they were anxious to see the final report and several asked Mr. Berry when it would be available. Mr. Berry responded that the consulting team would submit the completed document in December 1994. Some delegations said that this would enable the Executive Board to discuss the document early in 1995.

431. A number of delegations expressed satisfaction that the consulting team would meet frequently with the Executive Board's open-ended working group (see paragraph 423 above) and share the draft document with its members. Two delegations were concerned that the consultant team had not yet interviewed them. Mr. Berry said that the Executive Board was the driving force for change and, therefore, welcomed communications with as many Executive Board delegations as possible. One delegation asked if the consulting team foresaw the need for additional external reviews of specific areas of UNICEF. Mr. Berry responded that there might be some suggestions in the management review indicating that some areas in UNICEF could benefit from a further review by specialists.

432. A few delegations said that the pending management review document made it difficult for the Executive Board to reach conclusions on some agenda items at the present session. Another speaker asked Mr. Berry for his views on the projections of UNICEF staff growth at headquarters and the proposal by the secretariat for a self-financing Supply Division (see paragraphs 455-465 below). Mr. Berry said that he did not have enough information to comment on the projections of staff growth but suggested conservative forecasting. He suggested that the Executive Board could agree at this session to the proposed change in the presentation of the Supply Division budget, which would apparently add to the transparency of the data presented, while delaying any decision on changing its structures until the management study was completed. Mr. Berry added that although some delays were merited, the study should not be a roadblock to the Executive Board.

433. Concerning the study's preliminary findings on human resources, one speaker asked Mr. Berry if he foresaw a recommendation for the redistribution of posts. Mr. Berry responded that some recommendations in the final management review report might result in a redistribution of posts. One delegation was concerned because the presentation indicated that the management study was looking at the issue of governance, which it said was beyond the study's terms of reference. Mr. Berry responded that the study was not spending much time on this area but only looking at governance in the context of stewardship and accountability of the Executive Board and the UNICEF secretariat.

434. The Chairperson of the Standing Group on National Committees for UNICEF asked why there was no direct reference to National Committees in the presentation, which was surprising since National Committees were major donors and advocates for UNICEF. Mr. Berry responded that he was well aware of the importance of National Committees, that the consultants had accumulated a great deal of material on them and that the Committees' leadership had been generous with their time. However, the consultants were not yet at a point in their work where they could present solid conclusions.

435. The secretariat said that it was pleased with the results of the management study so far and had not received any more information than what had just been presented to the Executive Board. The secretariat had not received anything in writing from the consultants, but this was acceptable because everyone could be more open in an informal discussion. Because a study of this nature had not been undertaken since the mid-1970s and because it was difficult for any organization to consider restructuring without an outside study, the secretariat was in favour of the management study.

436. Several delegations asked if the slide presentation could be summarized in writing for them to share with their Governments. Mr. Berry said that he was reluctant to do so because it could be hazardous to take speculative positions before the final conclusions of the study were reached. He confirmed that the secretariat had not yet received any preliminary findings in writing and requested that delegations wait for the final report. While some delegations understood Mr. Berry's concerns, others said that the preliminary issues and findings presented in the presentation needed to be shared with their Governments. Following suggestions made by a few delegations, Mr. Berry said that he would issue an edited version of the presentation which would be labelled as a preliminary draft and work in progress.

C. Projections of future levels of UNICEF headquarters staff

437. The Executive Board had before it a report on projections of future levels of headquarters staff (E/ICEF/1994/AB/L.11), which was introduced by the Deputy Executive Director, Operations. She also reminded the Executive Board of the deadline of 1 November 1994 for notifying the City of New York of any expansion space requirements for the next 30 years and, at the same time, she provided an update on the situation with regard to headquarters office accommodation, pursuant to Executive Board decision 1993/26 (E/ICEF/1993/17).

438. Many delegations said that the growth rate figures of 1.5 or 2 per cent presented in the report were not realistic and expressed concern about the projected growth rates. One speaker stated that at the envisaged growth rate, in 30 years staffing levels would increase by 50 per cent over the current levels, although streamlining as outlined in the management study should lead to a reduction instead of growth. Some delegations stressed that UNICEF should

continue to function with a zero growth rate, but one speaker said that it was premature to have in-depth discussions of staffing projections because the management study recommendations would definitely have an impact on any staffing plans.

439. Some delegations emphasized that growth should occur in field offices and not at headquarters, that there should be more delegation of functions to field offices and that activities in field offices needed to be strengthened.

440. One speaker said that the document was unusable, making any decision impossible. The report indicated staff increases, and although the secretariat had justified them, the validity of the justification was debatable. The document made no reference to implications for the field, to anticipated contributions or to any work being done and the speaker asked whether the need for premises would be decided based on the number or category of levels of staff. In this connection, the speaker requested a comparison of staff increases at headquarters and in the field and said that emphasis should be placed on the field. The secretariat responded that the report presented growth options merely for planning purposes only since staffing levels were approved through the biennial administrative and programme support budgetary process. UNICEF would consider all possibilities for streamlining, reducing and decentralizing its structure. The delegation in turn said that the arguments presented were not convincing and that it could not participate in any consensus for approval of the document.

441. Several delegations said that the secretariat should make maximum use of the attractive offer presented by the City of New York and exercise the option for acquiring additional space at 633 Third Avenue, taking a business-like approach to the situation. Another delegation proposed that the Executive Board approve the option without giving formal approval to the staffing projections presented in the document. The secretariat stated that the reason for providing the report was to take advantage of the option for acquiring additional space by the deadline of 1 November, after which UNICEF would not be able to acquire additional office space at the attractive rate offered by New York City.

442. One delegation said that two separate issues were being discussed: (a) the decision of the Executive Board about informing the City of New York about additional office space needs; and (b) approval of the staffing projections. Another speaker suggested that members make a distinction between planned growth and the decision on staff projections.

443. Responding to a query about the funding that would be available to guarantee any possible staffing increase, the secretariat said that although UNICEF would not need the additional space until the year 2005, the option made it possible for the floors to be subleased, so that there would be no financial impact if UNICEF continued with zero growth. (See the annex, decision 1994/R.3/1 for the recommendation as adopted by the Executive Board.)

D. Review of UNICEF recovery policy

444. The Executive Board considered a review of the UNICEF recovery policy (E/ICEF/1994/AB/L.2), which was introduced by the Deputy Executive Director, Operations. The Board also had before it the report of the Advisory Committee on Administrative and Budgetary Questions on this subject (E/ICEF/1994/AB/L.16).

445. Several delegations said that in principle they supported the Executive Director's recommendation. They agreed that there should be no donor exemptions to the proposed 3 per cent recovery rate for incremental field office administrative and programme support costs related to supplementary-funded programmes. One delegation, which said that a 3 per cent rate for all donors was reasonable, added that it would check to see if the new recovery proposal was cost-neutral.

446. Although supporting the proposal in principle, some delegations said that the document did not explain fully the basic assumptions behind the estimated incremental costs. The secretariat replied that in table 5 of the report, it was explained how the non-identifiable incremental costs in field offices were calculated. A directive had been sent to field offices explaining what were considered identifiable costs.

447. Some delegations were concerned that the pending management review and the comments of the Advisory Committee made it difficult for the Executive Board to reach a decision on the issue at the present session. The secretariat suggested that an interim decision be taken which could be revised, if required, after the completion of the management study. The secretariat requested that the Executive Board provide some guidance as to what recovery assumptions should be used during preparation of the next biennial administrative programme support budget if the Board was unable to reach a decision on this issue at the present session.

448. Asked how headquarters posts were allocated between general resources and supplementary funds, the secretariat responded that posts were allocated based on the criteria for core versus project posts approved by the Executive Board in 1992 (E/ICEF/1992/14, decision 1992/36 E).

449. Several delegations asked if the secretariat had considered exempting host Governments from the recovery charge, to which the secretariat replied that to cover the incremental field office costs, exempting any group of donors would require the application of a higher recovery charge for all other donors. A standard recovery charge on all contributions was the most equitable proposal. A number of delegations said that they had problems with the current recovery fee because their Governments were reluctant to fund costs at headquarters as part of their contributions to supplementary funds. As most Governments were willing to accept a charge for the incremental costs in field offices, several delegations said that the new policy could lead to additional supplementary funds contributions. The secretariat agreed and gave some specific examples of donors which could not contribute to supplementary funds under the existing recovery policy.

450. Two delegations asked for clarification of what was meant by programmes funded by host Governments. The secretariat explained that the proposed recovery charge of 3 per cent on supplementary-funded programmes would only apply to programmes where the funds were contributed to and administered by UNICEF.

451. A number of speakers agreed with the Advisory Committee request for a further analysis of which support costs should be borne by general resources and which by supplementary funds or global funds. The secretariat said that it would address the concerns raised by the Advisory Committee by providing a further analysis of the issue in the administrative and programme support budget for the 1996-1997 biennium, which would be presented to the Executive Board in 1995. To improve transparency in the budget document, the estimated recovery

charge would be shown separately from the budgeted expenditures against it. Several delegations said that the recovery policy should be reviewed every two years when the Executive Board was considering the biennial budget proposals and the secretariat agreed that this could be done.

452. Asked if the proposal would reduce the cross-subsidization of supplementary funds from general resources, the secretariat said that the proposal might reduce cross-subsidization slightly, but was generally cost-neutral.

453. Several delegations felt that there was a need for United Nations agencies to have common cost recovery policies. The secretariat said that although each agency operated differently, the proposed recovery policy for UNICEF would be more consistent with other United Nations agencies. One speaker stressed the need for United Nations agencies to harmonize their budgetary practices in order to improve transparency and to simplify comparing the administrative costs in the different funds. The delegation proposed that the Executive Board request the Executive Director to find ways to harmonize budgets. (See the annex, decisions 1994/R.3/5 and 1993/R.3/6 for the recommendations as adopted by the Executive Board.)

454. Regarding decision 1994/R.3/5, one delegation stated for the record that the counterpart funds of supplementary-funded programmes administered by the host Governments should not attract any recovery charge.

E. A self-financing Supply Division

455. The Executive Board had before it a report on a self-financing Supply Division (E/ICEF/1994/AB/L.9), which was introduced by the Deputy Executive Director, Operations. Also before the Board was the report of the Advisory Committee on Administrative and Budgetary Questions on the subject (E/ICEF/1994/AB/L.16).

456. Many delegations said that the proposal would increase transparency but would not imply structural changes. One delegation said that it found the document difficult to follow but believed that the basic concept of enhanced transparency seemed reasonable. The proposal for presenting the Supply Division budget within the administrative and programme support budget could be implemented without the Executive Board taking a final decision as to whether Supply Division should become self-financing. The speaker asked if in the future, if the Board decided to approve the concept, all internal and external "customers" would be charged the same fee for the services provided. Specifically, international staff should not receive procurement services for free. The delegation also asked for further information on the criteria for the establishment of fees and the use of surplus income to be provided in the next administrative and programme support budget.

457. Regarding fees charged to internal "customers", the secretariat said that like other United Nations bodies, UNICEF assisted staff in hardship duty stations to procure vehicles and essential household items that were unavailable locally. UNICEF would follow the official United Nations policy on this subject.

458. Another delegation endorsed the secretariat's proposal in principle, as it would not only enhance transparency but also improve the management and effectiveness of Supply Division. The Division should maintain a balance in its

expenditures, but it should not encourage profit-making. There was a need for further consideration of the details for setting fees, and there should be close consultation with Board members before the final proposals were made by the secretariat.

459. One speaker said that implementing the secretariat's proposal would provide more transparency, which in turn would result in lower prices being charged by Supply Division because of increased efficiency. The delegation, supported by other Board members, looked forward to the management review's recommendation about Supply Division.

460. The secretariat replied that the 1996-1997 administrative and programme support budget proposal would provide full transparency by using the new format for the Supply Division budget. In that context, the proposed budget would include criteria for fees and address any issues raised by the management study.

461. It was suggested by one delegation that the administrative and programme support budget provide comparisons between the old and new systems of presenting the Supply Division budget so that the Executive Board could assess the effectiveness of the proposal.

462. Some delegations expressed interest in the possibility of privatizing Supply Division, which had been touched upon in the preliminary findings of the management study. Another delegation stressed the importance of Supply Division's being a paying concern. One speaker asked if external "customers" were given higher priority by Supply Division than UNICEF field offices. Another speaker said that it was unclear if external "customers" were charged the same fees as internal ones and asked if the fees charged were sufficient to cover the costs of all staff involved in the transactions. One delegation added that with regard to external "customers", Supply Division should avoid being inundated by requests. It also was asked what mechanisms had been established to prevent over-pricing, which was a risk because Supply Division had a monopoly on procurement services.

463. Regarding internal and external "customers", the secretariat replied that some 20 per cent of Supply Division procurement services were for external agencies, Governments or NGOs. Procurement services were considered to be in line with normal UNICEF activities. For example, in emergency operations, procurement services often were provided to NGOs working with UNICEF, while services provided to Governments were often an extension of or input to UNICEF-supported activities, including immunization and essential drugs programmes. Any excess income from procurement services would be credited to general resources. As for the question of a monopoly, it was in the interest of all UNICEF-supported activities to have the lowest possible costs, while at the same time covering all operational costs. Supply Division was able to obtain very favourable prices because it purchased large quantities of drugs, vaccines and other materials. Through international bidding, the Division would seek the highest quality goods at the lowest prices.

464. As to the question of privatization of Supply Division, the secretariat said that delegations must bear in mind that the Division must operate within the overall United Nations context. Supply activities would have to be part of UNICEF, but within that framework, the matter would be investigated further.

465. One delegation stated that external "customers" should be charged higher fees for procurement services than UNICEF offices because of the costs that could be incurred by headquarters or regional offices. The secretariat replied

that at present, all external "customers" were charged the same fee for the same services, while the fees charges to internal "customers" were not consistent. The 1996-1997 administrative and programme support budget proposal would ensure that within groups of internal and external "customers", the same fees would be charged. (See the annex, decision 1994/R.3/4 for the recommendation as adopted by the Executive Board.)

F. UNICEF health strategy: a policy review

466. The Executive Board had before it a report on UNICEF policy and strategies for health (E/ICEF/1994/L.11), which was introduced by the Deputy Executive Director, Programmes.

467. Many delegations praised UNICEF for its many achievements in the area of health and saw the paper as an important contribution to improving health development. UNICEF was cited for its remarkable successes, especially given the comparatively small amount that it spent each year on health. One delegation said that several international agencies and Governments, including its own, did not have a health policy, and the UNICEF paper was an important step in that direction. The health goals that had been agreed upon internationally with UNICEF support were an important foundation on which to build a health policy. The paper was seen by several delegations as a comprehensive review of UNICEF accomplishments in the field of health, including support to both health development and health service delivery. One speaker agreed with the paper's emphasis on empowerment, capacity-building and service delivery, and another speaker said that the paper's focus on the long-term goal of children's right to health was important.

468. The consensus among delegations, however, was that the report did not provide any new insights into ways to support health development in a rapidly changing world. It was suggested that the health policy take into account such new global challenges as emergencies and problems of refugees, as well as global priorities such as the environment, population and drugs. One speaker said that there was a need to emphasize such issues as values and lifestyles. Another speaker asked if the health strategy could do more than promote just the survival of children, and promote health care, education and other sectoral actions. One delegation said that the paper made no constructive proposals for a strategy or plan. Another speaker said that the paper did not appreciate that sustainability depended not only on financial but also on political, cultural and technical factors. The delegation added that to achieve permanent success, there should be a shift in the technological focus of UNICEF from the fight against actual diseases to their causes and other related factors. The need to focus on supporting factors such as poverty alleviation, improved quality of life, family planning, improvement of the role and status of women, AIDS, alcohol and drugs was stressed by other speakers. Other speakers said that a revised version of the paper should make reference to the outcome of ICPD.

469. One delegation said that it recognized the importance of goals/targets as a tool for measuring progress and as an instrument for advocacy, but had doubts about the long-term achievements of such a goal-oriented approach. That approach risked overlooking country priorities. Field offices should have sufficient freedom in their dialogue with communities, Governments and the private sector to implement strategies to empower local initiatives in the health field.

470. One delegation said that it should be possible for UNICEF to give clearer guidance on policy options to its own country representatives as well as to other international and international organizations. Another speaker stated that many United Nations agencies contributed to health, including UNICEF, WHO and the World Bank, as well as UNDP and UNFPA. It was important to decide if there should be a unified United Nations health policy and strategy, as suggested by General Assembly resolution 48/162. In the meantime, there should be agency-specific strategies, taking into account the comparative advantages of each agency, particularly WHO and the World Bank. The importance of resolution 48/162 was stressed by another delegation, which also cited General Assembly resolution 47/199 of 22 December 1992 as providing a broader perspective for the UNICEF health policy. The same speaker said that another challenge would be to combine the recommendations of the multi-donor evaluation with the changing global environment, including United Nations reform.

471. One delegation said that it was important to include adolescent girls in the at-risk groups that would be the focus of the health policy. Another speaker stressed the importance of including youth in the policy, as the problems of adolescents were of great concerns in her region. While many countries in that region had attained many of the goals of the World Summit for Children, they still faced problems of violence, exploitation of children and AIDS. Another delegation, however, questioned the wisdom of expanding UNICEF programmes to include youth and women. The secretariat replied that the Executive Board had decided in 1987 to develop programmes for women, while youth, although included only recently as a separate category, were the focus of many of the World Summit for Children goals. The importance of the health of fathers was stressed by another speaker, and one delegation suggested that the health of young boys was of particular concern in some countries.

472. Citing country examples, one delegation wondered if the paper could be used by UNICEF programme officers in specific situations. It was felt that there should be more information about specific strategies, particularly for empowerment, capacity-building and service delivery, that could be pursued at the country level. It was suggested by another speaker that UNICEF field staff were in an excellent position to provide information on decentralization to district and local levels. One speaker said that while the paper recognized the unique role of Governments, it did not address sufficiently the need for capacity-building or institutional development of national sectoral ministries, while the role of health ministries was never mentioned. UNICEF should strive towards a situation where a country's health ministry, in cooperation with the planning and finance ministries, took the lead in managing aid to ensure optimal use of external resources and the execution of a clearly articulated health development plan for the country. In addition, the UNICEF country programme must fit within the country's national health development plan and, in turn, within the national development plan and the country strategy note, where it existed. Another delegation added that the report did not show that UNICEF was moving away from traditional vertical programming to capacity-building and empowerment.

473. One speaker said that her Government and others were working to build national capacities for the production and supply of health commodities, but the control of multinational corporations was very strong and often prevented countries from developing their own capacities. Another speaker added that there should be support for national essential drugs policies, and that perhaps there was a need for a UNICEF policy on that subject. It was stated by one delegation that the paper did not focus enough on the Bamako Initiative.

474. One delegation welcomed the paper's emphasis on community-focused health sector development, as well as its recognition of the importance of decentralization. The speaker added that effective health policies would have to be implemented at the local level. However, many local governments could not finance the delivery of basic services. Another delegation said that the paper failed to stimulate the debate on such issues as who paid for what services, what was quality and how was it perceived by users, and what were the basic needs identified by beneficiaries. One delegation said that it was time to identify mechanisms and resources to enable local partnerships. Another delegation said that health systems at district and local levels were not functioning as effectively as they could. While UNICEF was playing a key role in supporting health service delivery, the preparation of the health policy review might be an opportunity to revisit the optimal mix of interventions and to increase emphasis on sustainable health system development through capacity-building. In addition, the empowerment of target groups had not received sufficient attention. It was important to address short- as well as long-term strategies in that area. The importance of individual participation in community programmes was seen as crucial, and it was suggested that UNICEF pursue close links with NGOs, as well as stimulate a positive debate on the role of local NGOs and on ways to strengthen South-South partnerships between Governments and NGOs.

475. Regarding the revision of the health strategy paper, one delegation said that there should be consultation with recipient countries, field offices, donor Governments and other United Nations agencies. The same delegation added that it would encourage a discussion about the need for a revision of the procedure for preparing policy papers.

476. The secretariat welcomed the many comments made during the debate and agreed that the document would be revised and presented to the Executive Board at a session early in 1995. During the preparation of the revised paper, the secretariat would undertake consultations (a) with countries, via UNICEF field offices; (b) with main United Nations partners (WHO, the World Bank, UNFPA and UNDP); (c) possibly, at an informal meeting of the Executive Board, to be convened in January 1995; and (d) with JCHP.

477. The paper would be concise, but would require some 20-25 pages of text, with a 3-page summary and annexes. Its content would address the very many useful points made by delegations, including:

- (a) The changing context at global, national and local levels, with an emphasis on future actions;
- (b) A focus on main elements of the UNICEF health strategy, but set clearly within a broader international health policy and the provisions of the Convention on the Rights of the Child;
- (c) A main emphasis on country-level action and a country-driven process as the way to analyse needs and decide on the specifics of UNICEF health strategies;
- (d) A clearer analysis of the special role of UNICEF, its comparative advantages vis-à-vis those of other international agencies, especially WHO, the World Bank, UNFPA, UNDP, bilateral donors and international NGOs;
- (e) At least a brief reference to some of the key issues raised, including HIV/AIDS, youth and women's health;

(f) The synergism between goals, systems, technologies and actions beyond the health sector;

(g) Resource implications.

3. Election of members to the UNICEF/World Health Organization Joint Committee on Health Policy

478. In accordance with decision 1994/R.2/2, the Executive Board elected members and alternates to JCHP (see the annex, decision 1994/R.3/12 for the recommendation as adopted by the Executive Board).

H. Review of Greeting Card and related Operations currently located in Manhattan

479. The Executive Board had before it a review of that part of GCO located in Manhattan (E/ICEF/1994/AB/L.10), which was introduced by the Deputy Executive Director, Operations, and the report of the Advisory Committee on Administrative and Budgetary Questions the subject (E/ICEF/1994/AB/L.16).

480. Many delegations supported the Executive Director's recommendation, stating that a consolidation in Geneva would increase GCO operating costs, while a consolidation in New York would decrease costs. The provision of services to sales partners was more important. In addition, GCO, by its presence in New York, would remain an integral part of the external relations group.

481. Some delegations said that while the major GCO markets were currently in Europe, as were 25 of 35 National Committees for UNICEF, it was important that GCO adequately take into account growing and future markets. It was important that GCO maintain a presence in Europe to service the markets there, and also maintain a strong presence in New York, ensuring that the operational strength of the New York office was sufficient to service its growing markets. Delegations supported the establishment by GCO of regional support centres in Asia and Latin America. Many recommended, however, that a final decision on the location of GCO should await the outcome of the management study. Several said that GCO must maintain its operational autonomy.

482. Several delegations queried the need to have the majority of senior GCO staff in New York given, for example, the organizational structure of Supply Division and its location in Copenhagen. The secretariat said that between 1990 and 1994, 15 new posts either had been established in or redeployed to Geneva. Given the necessity of maintaining close contact with other headquarters divisions, it was important that GCO have a strong management presence in New York. Although they were located in New York, many GCO staff were performing global functions. (See the annex, decision 1994/R.3/2 for the recommendation as adopted by the Executive Board.)

I. Greeting Card and related Operations: report on implementation of Executive Board decision 1993/24 C.1 and C.2

483. The Executive Board had before it a report on the implementation of Executive Board decision 1993/24 C (E/ICEF/1994/AB/L.14). Introducing the report, the Deputy Executive Director, Operations, stated that an Executive Directive had been issued in May 1994 on the clarification and focusing of GCO

activities in UNICEF field offices and that a financial circular supporting this directive would be issued in the week of 3 October 1994.

484. Asked why it had taken 17 months to implement decision 1993/24 C, the Deputy Executive Director, Operations, said that the complexity of the issue had necessitated a thorough review of existing policies and extensive consultation among headquarters divisions and field offices, as well as with the United Nations Office of Legal Affairs. (See the annex, decision 1994/R.3/3 for the recommendation as adopted by the Executive Board.)

J. Continuation of funding from the administrative and programme support budget for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

485. The Executive Board had before it a recommendation for continuation of funding from the administrative and programme support budget for Central and Eastern Europe, CIS and the Baltic States (E/ICEF/1994/P/L.40), which was introduced by the Deputy Executive Director, Programmes.

486. A number of delegations supported the recommendation, but stressed that assistance for the region should be temporary. One speaker looked forward to the relevant portions of the 1996-1997 administrative and programme support budget proposal and related policy development for the region. The delegation stressed the importance of taking constructive steps to work with the inter-agency coordinating committee established as a result of the Kyoto Conference on Cooperation for Immunization in the New Independent States. Ultimately, temporary UNICEF support for the region should lead to self-reliance, particularly in the field of health.

487. Delegations of two countries from the region expressed appreciation for UNICEF assistance, which was necessary if they were to become self-sufficient in meeting the needs of children and women in their countries.

488. One delegation said that in decision 1992/19 (E/ICEF/1992/14), the Executive Board had authorized funding for advocacy and policy work in the region for the period 1992-1994, including for non-qualifying countries, and after three years the secretariat was still requesting "temporary" assistance. The speaker raised questions about the functions of staff and asked that justification for further expenditure and a detailed breakdown of funds and their utilization be provided as part of the 1996-1997 administrative and programme support budget submission in 1995.

489. Another delegation expressed concern about programmes for the region being monitored from New York and recommended that Geneva should be seriously considered for such operations. A proposal for the transfer of functions to a European location in 1995 had been promised during the April 1994 Executive Board session. In addition, a breakdown of the \$2 million required for 1995 should be provided, including identification of specific needs for the geographic section at New York headquarters. The delegation requested a comparative analysis of costs for New York and Geneva which would provide a more transparent view of the 1996-1997 administrative and programme support budget submission.

490. The secretariat said that as part of the 1996-1997 administrative and programme support budget, there would be a detailed proposal for future plans in the region. The proposal would outline short-term regional strategies and

include a recommendation to establish a regional structure in Europe as of 1996. At present, expenditures in the region covered workshops, seminars, technical assistance and experience exchanges (40 per cent); staffing, including consultants (12 per cent); policy development and assessment, situation analyses and NPAs (20 per cent); monitoring reports (10 per cent); and administrative support (18 per cent). (See the annex, decision 1994/R.3/7 for the recommendation as adopted by the Executive Board.)

II. Conference facilities at the premises of UNICEF headquarters

491. The Executive Board had before it a report on conference facilities at the premises of UNICEF headquarters (E/ICEF/1994/AB/L.15) which was introduced by the Deputy Executive Director, Operations, as well as the report of the Advisory Committee on Administrative and Budgetary Questions on the subject (E/ICEF/1994/AB/L.16).

492. A number of delegations expressed appreciation for the preliminary feasibility study that had been prepared pursuant to Executive Board decision 1994/R.1/1. Many delegations requested information about the position of UNDP with regard to the two options presented in the report. The secretariat stated that UNDP had received regular reports at all phases of the preliminary feasibility study and had provided valuable input to the report now before the Board. While UNICEF and UNDP had worked together closely on the project, UNDP was not yet sure where it would like the conference facilities to be located. If UNDP were to move to 633 Third Avenue, it would want the conference facilities to be located there, but if it were not to move, it would be interested in sharing facilities at UNICEF House.

493. One delegation said that one of the reasons for locating conference facilities at the headquarters of the respective funds and programmes was to allow for closer interaction between the members and the secretariat, and asked how sharing the facilities with UNDP, and probably with UNFPA, would contribute to bilateral discussions. Sharing the facilities would be positive if UNDP moved its offices to 633 Third Avenue. If UNDP and UNFPA shared the facilities, appropriate financing measures would have to be assured.

494. One delegation expressed concern about the secretariat's request for another general meeting room at 633 Third Avenue if the Labouisse Hall at UNICEF House were to be converted into a conference facility for the Executive Board. The secretariat said that at present, the Labouisse Hall could accommodate 300 people and was used not just by UNICEF but also by NGOs and other agencies. If it were converted into a conference facility with interpretation facilities, its use for other purposes would be limited because interpretation facilities would require a permanent set-up at each seat.

495. One speaker said that of the two options presented in the document, the Labouisse Hall was the least costly outside of the United Nations Secretariat. However, a number of delegations said that there might not be any need for conference facilities outside the United Nations Secretariat and raised the question of cost implications if new conference facilities were to be constructed at UNICEF headquarters. One delegation said that if the United Nations conference services were available, an expenditure of \$1 million to duplicate what already existed at the United Nations could not be justified. Another speaker said that while the United Nations conference facilities might seem to be free of charge to UNICEF, their maintenance was being financed

indirectly by Member States. Therefore, UNICEF should also examine the costs of United Nations conference facilities.

496. One delegation stressed that the situation had changed since the adoption of General Assembly resolution 48/162, particularly because of the decision to allow observers to participate in meetings of the Executive Board and the growing recognition of the financial burden which conference facilities would place on UNICEF. It urged that the question of whether these facilities were needed be reopened and discussed thoroughly at the 1995 review called for by the General Assembly in its resolution.

497. Many delegations, including observers, raised the question of the position of observers in the proposed conference room at UNICEF headquarters. One speaker said that according to the diagram of the proposed conversion of the Labouisse Hall, observers would have a "second rate" position. Agreeing with the report of the Advisory Committee, the speaker said that the arrangement allowed for very little flexibility; there was no guarantee of a permanent solution for decades to come. Another delegation said that the participation of a great number of observers, especially NGOs, contributed to its work in advocacy and monitoring.

498. Almost all delegations questioned the cost of the construction of the conference facilities. Many said that they shared the concerns of the Advisory Committee that details about recurrent costs had not been presented. Many delegations also were concerned about the financing of the project and did not want funds needed for programmes to be diverted. The secretariat said that UNICEF would either request the funds from Member States or use the possible savings of the administrative and programme support budget. However, no additional savings were anticipated for the 1994-1995 biennium.

499. A number of delegations also raised questions about the cost of the feasibility study and asked for information on the study's total cost, including funds already spent. They also requested that the study address the question of the one-time costs for outfitting the conference room and recurrent costs for either location. Several delegations said that the feasibility study did not present information on discussions with the United Nations about the possibility and costs of continuing to use the United Nations conference facilities. The secretariat said that the feasibility study would not exceed \$20,000 and that UNDP had agreed to finance one third of the total cost of the final feasibility study. In addition, if the General Assembly were to establish an Executive Board for UNFPA, that agency also would finance one third of the total cost.

500. Some delegations requested that the secretariat investigate ways to continue holding meetings at the United Nations Secretariat. One speaker said that it was necessary to follow the recommendation of the Advisory Committee and pursue consultations with the United Nations about the continued use of United Nations conference facilities. Especially for small delegations, it was important that meetings be held in the same building.

501. Two delegations suggested that UNICEF hold one of its yearly meetings outside of New York, as was the practice of UNDP.

502. Many delegations did not support the recommendation of the Executive Director to continue with the feasibility study, stating that the project was an expensive undertaking, especially as the United Nations was capable of providing facilities.

503. Members of a group of countries said that the issue was important for them and expressed their appreciation to the secretariat for providing some information in writing for the first time. The purpose of the study was not to present a comparison between the United Nations facilities and outside facilities, but rather to look into cost implications of establishing conference facilities outside the United Nations Secretariat. The report of the Advisory Committee led in the wrong direction and did not follow the recommendation of the relevant Executive Board decision. There should be no negotiation with the United Nations, as recommended by the Advisory Committee, as that was not the issue under discussion. One of those delegations said that it was happy with the resolution and the follow-up, but another delegation said that it was disappointed that little progress had been made and urged the secretariat to accelerate the process. The proposed recommendation was too conservative with regard to time. The delegations' countries expressed their willingness to find ways to finance the project.

504. Most delegations requested that the secretariat follow the recommendation of the Advisory Committee to pursue consultations with the United Nations and at the same time proceed with the feasibility study. The secretariat was requested to provide more information on negotiations with the United Nations and with UNDP and UNFPA, as well as on the one-time outfitting costs and recurrent costs. (See the annex, decision 1994/R.3/8 for the recommendation as adopted by the Executive Board.)

L. Issues to be addressed at the 1995 Executive Board sessions and their work programmes and working methods

505. The Secretary of the Executive Board introduced this agenda item, drawing the attention of Board members to document E/ICEF/1994/CRP.54, which contained the allocation of items for 1995 Board sessions. Based on requests from delegations and taking into account views expressed during the informal Board consultation on 19 September 1994, the secretariat had prepared annotations for substantive items in the proposed preliminary agendas for the 1995 sessions (E/ICEF/1994/CRP.54/Add.1). He made further clarifications based on decisions taken by the Board at the present session, adding that no back-to-back sessions would be scheduled. Delegations also had expressed concern about scheduling sessions during the General Assembly, especially in view of the fact that the administrative and programme support and global funds budget proposals were on the agenda of the third regular session. The United Nations Office of Conference Services would be contacted about the possibility of changing the dates of that session.

506. There was a lengthy discussion of this agenda item, with several issues eliciting the majority of comments from delegations. One issue concerned the number of sessions, with several delegations calling for one additional session in view of the heavy workload. The majority of delegations addressing the issue, however, were against increasing the number of sessions. It was felt that the Board should be more disciplined, especially with regard to limiting requests for reports. Several delegations also suggested holding back-to-back sessions, perhaps combining the second regular and annual sessions, since it would be more cost-effective and ensure wider participation from capitals.

507. Delegations expressed general dissatisfaction with the proposed agenda of the annual session. Because of the extremely heavy workload proposed for the session, the agenda should be examined carefully with a view to its further rationalization. Another issue concerned the division of labour between annual

and regular sessions. Some delegations said that the annual session should focus on subjects of a more general nature, e.g. the Executive Director's report, Africa, etc., while other delegations felt that the annual session should focus on sectoral policy papers such as those on basic education and water and environmental sanitation. Delegations were reminded that decision 1994/R.1/2 provided for the discussion of major strategy and policy issues at the annual session when there was broader participation. In this connection, one delegation stressed the importance of ensuring the full participation of National Committees for UNICEF at the annual session and requested the Board to consider further their role during the session.

508. Delegations expressed concern about the dates of the third regular session, tentatively scheduled from 2 to 6 October 1995, because they conflicted with meetings of the General Assembly, and requested the secretariat to look into scheduling the third regular session in early September. The Secretary of the Board said that two other meetings would conflict with the rescheduling: the Fourth World Conference on Women, to be held from 4 to 15 September; and the UNDP Executive Board, which planned to meet from 25 to 29 September.

509. With regard to input into and output from the Economic and Social Council, several Board members did not feel the necessity to have this as a regular standing agenda item. Items for inclusion in the report to the Economic and Social Council could be discussed at any session under "Other business". Moreover, it was felt that matters arising from meetings of the Council should be reviewed by the Board as early as possible. The question was raised as to the type of report to be prepared for the Council. One delegation also said that follow-up to major conferences, as well as more general discussions on reports and action taken, should be included on the Board agenda at the earliest possible session.

510. Some delegations remarked that the approval of CPRs might be affected by the decision the Board would take on that issue at its first regular session of 1995 and suggested that the discussion of some CPRs be postponed until a later session. It was explained that whatever the decision taken by the Board at the first regular session, it would not affect the CPRs themselves. The Board would be concerned with the approval process and working methods of the Board in dealing with CPRs. The Deputy Executive Director, Programmes, clarified further that it was important that the main programmes be considered as planned to ensure proper programme implementation. There was flexibility with regard to the "bridging" proposals since they were being submitted within the framework of already approved programmes. However, the bridging proposals would have to be examined one by one to verify implementation dates. (See the annex, decision 1994/R.3/9 for the recommendation as adopted by the Executive Board.)

M. Use of global funds, including the Interregional Fund for Programme Preparation, Promotion and Evaluation

511. The Executive Board had before it a report on the use of global funds for the biennium 1992-1993 (E/ICEF/1994/P/L.38 and Add. 1). The Deputy Executive Director, Programmes, introduced the report.

512. Two delegations commended the report for its comprehensiveness. They spoke favourably of global funds as a vehicle for providing resources at a critical point in the country programme. However, the same delegations felt that the general resources expenditure for global funds, which was 15 per cent of total UNICEF general resources programme expenditure, was too high. They

were concerned about the increasing levels and suggested that some ceiling might be established on global funds. The secretariat responded that although exact data were not available, UNICEF had maintained the level of global funds to total expenditure as in previous years. The supplementary funds component provided a window of opportunity for raising additional funds, for example, in situations where donors were interested in supporting an area of activity which was not linked to any particular country. In 1994-1995, general resources expenditure for global funds would be reduced from \$66 million to \$55 million per year.

513. One speaker asked about unspent balances and stated that priority should be given to redistributing them to country programmes. The secretariat explained that unspent balances were part of the general resources pool, and in some cases the general resources ceiling of country programmes had been raised when possible. Global funds were allocated in accordance with the objectives of the medium-term plan. The same delegation proposed that the Executive Board examine the extent to which UNICEF resources were allocated to global rather than national priorities in 1995, when the Board would consider the global funds budget for 1996-1997.

514. One speaker commented on the difficulties encountered in reading the section in the report on the Programme Funds for the 1990s Goals (PF90s). The secretariat took note of the comments and requested specific suggestions on how to improve the clarity of the report in future. Allocations from PF90s to field offices had been discussed in a report presented to the Executive Board in 1993 (E/ICEF/1993/CRP.25).

515. Several delegations stated that they found the allocation of general resources global funds for headquarters to be high and requested further clarification on headquarters' functions in relation to the criteria for core posts. One speaker stated that a considerable amount of global funds was allocated to functions that should be classified as core functions and those could be included in the administrative and programme support budget. The secretariat responded that the high rate of implementation at headquarters was the result of a number of fixed costs for ongoing technical programme functions such as advisory services. For example, the four advisers in the Water and Environmental Sanitation Unit provide advice on the totality of UNICEF contributions for that sector, and not just for activities funded from global funds. That helped to ensure that UNICEF policies and priorities were reflected in country programmes. With respect to criteria for core versus project posts, the secretariat stressed that it had followed rigorously the established guidelines which had been carefully reviewed by the Reference Group of nine Executive Board members (see paragraph 41 above). (See the annex, decision 1994/R.3/10 for the recommendation as adopted by the Executive Board).

N. Other business

516. The Executive Board took note of a report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 48/216 B (E/ICEF/1994/AB/L.3/Add.1) (see the annex, decision 1994/R.3/11).

517. Concerning the Executive Board's relationship to the Economic and Social Council, one delegation said that there were issues involved that had implications for other agencies and overall coordination by the Council. The items on which the Board would report to the Council needed to be delineated,

but possibly could include requests for endorsement of certain policy reviews, such as the health strategy paper; programme issues, such as whether UNICEF should become more involved in family planning; and broader system issues such as the role of UNICEF in emergencies, rehabilitation and development. Those were the types of issues that UNICEF should propose to the Economic and Social Council.

518. The Secretary of the Executive Board announced that the Bureau had decided on the field visits to be undertaken by Board members in 1995. One team would visit Burkina Faso and Uganda and a second, India and the Lao People's Democratic Republic, during February 1995. The regional groups were asked to choose their representatives as soon as possible.

519. In addition, it was announced that the Bureau had agreed on the countries which would be the subject of in-depth presentations at the second regular session of 1995. They were Bangladesh, Burkina Faso, Uganda and Viet Nam, as well as one of the Central Asian republics.

520. Concerning the election of the Bureau for 1995, the Executive Board agreed that it would consider elected the nominees from each of the five regional groups, upon receipt of the nominations by the secretariat from the chairmen of the respective groups. In accordance with geographical rotation, the next President would be from the Asian group of States, with one Vice-President from each of the four other groups. The secretariat would advise members of the Board in writing of the composition of the Bureau on the basis of nominations received from regional groups.

O. Concluding remarks

521. In his closing statement, the Executive Director said that he had found the session to be intense, businesslike and productive. The Board had shown that effective dialogue was possible within the new framework. Concerning the management review, he said that the secretariat shared concerns raised about efficiency and about human resource motivation and development, and looked forward to the completion of the review by the end of the year. As he completed the final year of his third term, with a decision on an extension of that term or the selection of a new Executive Director several weeks away, the Executive Director said that it had been a privilege to work on behalf of the world's children.

522. The President of the Executive Board reviewed some of the events that had taken place during her term, including the major reforms undertaken following General Assembly 48/162. Tragically, a black spot marring the recent months was the emergency situation in Rwanda, and she commended UNICEF for its rapid response. She thanked her colleagues in the Bureau and secretariat for their assistance.

Annex

DECISIONS ADOPTED BY THE EXECUTIVE BOARD DURING 1994

<u>Number</u>	<u>Title</u>
<u>First regular session</u>	
1994/R.1/1.	Implementation of General Assembly resolution 48/162 on further measures for restructuring and revitalization of the United Nations in the economic, social and related fields, including future working methods of the Executive Board
1994/R.1/2.	Calendar of meetings and allocation of items for 1994 sessions
1994/R.1/3.	Rules of procedure
1994/R.1/4.	Executive Board representation on the UNICEF/World Health Organization Joint Committee on Health Policy for the 1994-1996 biennium
1994/R.1/5.	UNICEF Maurice Pate Award
1994/R.1/6.	Revised proposal for an administrative and management review of UNICEF
1994/R.1/7.	Emergency Programme Fund
1994/R.1/8.	Human immunodeficiency virus/acquired immune deficiency syndrome programme
<u>Second regular session</u>	
1994/R.2/1.	Rules of procedure
1994/R.2/2.	UNICEF/WHO Joint Committee on Health Policy: report on the special session held at the headquarters of the World Health Organization, Geneva, 27-28 January 1994
1994/R.2/3.	UNESCO/UNICEF Joint Committee on Education: report of the fourth meeting held at the headquarters of the United Nations Educational, Scientific and Cultural Organization, Paris, 14-15 April 1994
1994/R.2/4.	Reports on the special session of the UNICEF/WHO Joint Committee on Health Policy and on the fourth meeting of the UNESCO/UNICEF Joint Committee on Education
1994/R.2/5.	Criteria for Executive Board representation on the UNICEF/WHO Joint Committee on Health Policy and the UNESCO/UNICEF Joint Committee on Education
1994/R.2/6.	Proposals for UNICEF cooperation and programme reviews
1994/R.2/7.	Assistance to Palestinian children and women

<u>Number</u>	<u>Title</u>
1994/R.2/8.	Country programme consideration and approval process
1994/R.2/9.	UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States
1994/R.2/10.	International Child Development Centre
1994/R.2/11.	Greeting Card and related Operations - 1994 work plan and proposed budget
1994/R.2/12.	Criteria and nomination and selection procedures for the UNICEF Maurice Pate Award
1994/R.2/13.	UNICEF support to the proposed United Nations joint and co-sponsored programme on human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS)
1994/R.2/14.	Recommendation for additional funds for an administrative and management review of UNICEF

Annual session

1994/A/1.	Medium-term plan for the period 1994-1997
1994/A/2.	Follow-up to the World Summit for Children
1994/A/3.	Ensuring child survival, protection and development in Africa
1994/A/4.	Gender equality and empowerment of women and girls
1994/A/5.	Emergency operations
1994/A/6.	Land-mines
1994/A/7.	The situation of children in Rwanda
1994/A/8.	Follow-up to the multi-donor evaluation
1994/A/9.	Greeting Card and related Operations work plan and proposed budget for 1994
1994/A/10.	Rules of procedure

Third regular session

1994/R.3/1.	Projections of future levels of UNICEF headquarters staff
1994/R.3/2.	Review of that part of the UNICEF Greeting Card and related Operations located in Manhattan
1994/R.3/3.	Report on the implementation of Executive Board decision 1993/24 C (E/ICEF/1993/14)

<u>Number</u>	<u>Title</u>
1994/R.3/4.	A self-financing Supply Division
1994/R.3/5.	UNICEF recovery policy
1994/R.3/6.	Increased transparency regarding the budget
1994/R.3/7.	Recommendation for funding for administrative and programme support activities in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States
1994/R.3/8.	Conference facilities
1994/R.3/9.	Allocation of items for UNICEF Executive Board sessions in 1995
1994/R.3/10.	Report on the use of global funds for the biennium 1992-1993
1994/R.3/11.	Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 48/216 B
1994/R.3/12.	Election of members to the UNICEF/World Health Organization Joint Committee on Health Policy

First regular session

1994/R.1/1. Implementation of General Assembly resolution 48/162 on further measures for restructuring and revitalization of the United Nations in the economic, social and related fields, including future working methods of the Executive Board

The Executive Board,

Decides the following on the implementation of General Assembly resolution 48/162:

(a) Committee structure:

In view of the restructuring of the Executive Board, the Board as a whole will address all issues previously discussed in the Programme Committee and Committee on Administration and Finance. The Board may establish ad hoc groups when it deems necessary;

(b) Role and composition of the Bureau:

The Bureau will consist of a Chairman and four Vice-Chairmen representing the five regional groups. It will deal primarily with liaison, administrative and functional matters to enhance the effectiveness of the Board and serve as a focal group for the Board itself;

(c) Conference facilities at the premises:

The Executive Board appreciated the information provided by the secretariat regarding development of conference facilities at the premises of UNICEF headquarters and requested further information, including detailed costing for possible options for such facilities, including those shared with the United Nations Development Programme/United Nations Population Fund and in comparison with United Nations facilities. In view of financial, functional and other important implications, in the spirit of General Assembly resolution 48/162 it was felt that the matter should be examined further by the Board in the near future on the basis of a paper presented by the secretariat;

(d) Languages:

The Executive Board will continue to use the six official languages of the United Nations for purposes of its formal meetings and documentation, with the exception of the country programme recommendations which will be in the three working languages and in one of the six official languages at the request of the country concerned;

(e) Documentation:

Documentation for the Executive Board sessions will be brief, focused and issue-oriented. Documents normally should not be more than three pages, including the draft decision requested of the Board. Where unavoidable, additional information should be provided in an annex or addendum to the document;

The "summary records" should be abolished for the sessions of the Executive Board;

In view of the greater frequency of the Board sessions, the six-week rule for documentation should be applied when possible;

(f) Decision-making procedures:

Decisions should be short, in principle without preambular paragraphs, and address the specific issue under consideration. Consideration should be given to further simplification of the decision-making procedures of the Executive Board;

(g) Reports of the Executive Board and annual report to the Economic and Social Council by the UNICEF Executive Board:

There should be a report for each session of the Executive Board which will include a brief summary of the discussion and the text of decisions adopted at the session. A consolidated version of these reports will be presented to the Economic and Social Council at its substantive session. This annual report should also include issues, as identified in General Assembly resolution 48/162, annex II, paragraph 2, and as decided by the Board. The "common structure" section envisaged in General Assembly resolution 48/162, paragraph 29, also will be incorporated in this report;

(h) Informal briefings:

In accordance with General Assembly resolution 48/162, annex I, paragraph 28, regular informal briefings will be organized for all member States of the Fund. These briefings will be held before and after each Board session. An informal briefing will be held when a member State of the Fund requests it. These briefings will be announced in the United Nations Journal.

1994/R.1/2. Calendar of meetings and allocation of items for 1994 sessions

The Executive Board

Decides to adopt the following work plan for 1994:

I. Second regular session (25-29 April 1994)

Cluster 1 (estimated duration - 3 days)

1. Action required:

(a) Country programmes, regional programmes and International Child Development Centre (ICDC);

(b) Central and Eastern Europe/Commonwealth of Independent States policy review. 1/

1/ Subject to the preparation of the paper.

2. For review and/or noting:

- (a) Reports on field visits;
- (b) Regional reports.

Cluster 2 (estimated duration - 1 day)

1. Action required:

(a) Greeting Card and related Operations (GCO) work plan and proposed budget;

(b) Report on the use of general resources for projects approved for supplementary funding.

2. For review and/or noting:

(a) GCO financial reports;

(b) Financial reports;

(c) Reduction of outstanding balances through savings or cancellations and funds to cover overexpenditure on approved projects.

Cluster 3 (estimated duration - 1/2 day)

1. Action required:

(a) Report on the UNICEF/World Health Organization Joint Committee on Health Policy;

(b) Report on the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education.

Cluster 4 (estimated duration - 1/2 day)

1. For action, review and/or noting:

(a) Economic and Social Council matters;

(b) Any other business.

II. Annual session (2-6 May 1994)

1. Action required:

(a) Medium-term plan for the period 1994-1997, including the financial medium-term plan;

(b) UNICEF policy on women in development and its contribution to the Fourth World Conference on Women;

(c) UNICEF contribution to the World Summit for Social Development;

(d) [Report on the further elaboration of the UNICEF health strategy]. 2/

2. For review and/or noting:

- (a) Report of the Executive Director; 3/
- (b) Ensuring child survival, protection and development in Africa;
- (c) Progress report on follow-up to the World Summit for Children;
- (d) Evaluation of the sustainability of activities, and of the results achieved;
- (e) Responses received on issues covered in the multi-donor evaluation;
- (f) Emergency operations, including the question of landmines;
- (g) [For 1994 only - adoption/amendment to the Rules of Procedure];
- (h) Any other business.

III. Third regular session (21-23 September 1994)

Cluster 1 (estimated duration - 1 day)

1. Action required:

- (a) Report on the UNICEF Supply Division as a cost centre;
- (b) Review of the structure and adequacy of the UNICEF recovery policy;
- (c) Review of GCO location in Manhattan.

Cluster 2 (estimated duration - 1 1/2 days)

1. Action required:

- (a) Interim assessment of the management review of UNICEF;
- (b) Report on projections for the future levels of UNICEF headquarters staff;
- (c) Report on the use of global funds, including the Interregional Fund for Programme Preparation, Promotion and Evaluation.

2/ This would normally be a subject for the annual session. This year, however, the report will not be ready in time for the annual session. Therefore, on an exceptional basis, the subject will be discussed at the third regular session in September.

3/ Also to include the issue of drug abuse and its impact on children.

Cluster 3 (estimated duration - 1/4 day)

1. Action required:

- (a) Report on the further elaboration of the UNICEF health strategy. 4/

Cluster 4 (estimated duration - 1/4 day)

For action, review and/or noting:

- (a) Issues to be addressed by annual and regular sessions/work programme for 1995; 5/
(b) Any other business.

Addendum

GENERAL OUTLINE OF THE DIVISION OF LABOUR
BETWEEN ANNUAL AND REGULAR SESSIONS

Principles

1. Agendas for annual and regular sessions must be issue-driven.
2. The number of regular sessions should be dictated by the workload of the Executive Board in a given year.
3. Annual sessions should deal with:
 - (a) Major policy issues, such as the medium-term plan;
 - (b) Issues that have broad interest - UNICEF input in global conferences such as the International Conference on Population and Development, the World Summit for Social Development, the Fourth World Conference on Women, etc.;
 - (c) Coordination questions, such as acquired immune deficiency syndrome (AIDS), emergencies;
 - (d) Economic and Social Council input/output, such as Board reports, coordination questions, etc.;
 - (e) New initiatives (introduction), such as Baby-Friendly Hospitals.

4/ This would normally be a subject for the annual session. This year, however, the report will not be ready in time for the annual session. Therefore, on an exceptional basis, the subject will be discussed at the third regular session in September.

5/ Proposed dates for the first regular session in 1995 - 18-20 January 1995.

4. Regular sessions should deal with (preferably by cluster of issues):

- (a) Programme issues, such as country programmes, ICDC, etc.;
- (b) Budget issues, such as the utilization of global funds and administrative budget;
- (c) Sectoral issues, such as human immunodeficiency syndrome/AIDS;
- (d) Organizational issues, such as programme of work, elections, etc.;
- (e) New initiatives (implementation), such as Baby-Friendly Hospitals.

1994/R.1/3. Rules of procedure

The Executive Board

1. Decides that the present rules of procedure of the Executive Board (E/ICEF/177/Rev.5 and Corr.1) continue to apply until such time as the Executive Board decides to amend them;
2. Further decides to establish an open-ended working group to review the present rules of procedure with the aim of preparing a recommendation on amended rules of procedure for Board approval no later than the 1994 annual session.

1994/R.1/4. Executive Board representation on the UNICEF/
World Health Organization Joint Committee on
Health Policy for the 1994-1996 biennium

The Executive Board

Decides to address before the end of the year the question of its representation to the UNICEF/World Health Organization Joint Committee on Health Policy (JCHP) and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education in the context of the decisions taken by the Board on the implementation of General Assembly resolution 48/162. Composition of JCHP for the biennium 1994-1996 will be decided taking into account the outcome of that discussion.

1994/R.1/5. UNICEF Maurice Pate Award

The Executive Board

1. Decides to present the 1994 UNICEF Maurice Pate Award to the All-China Women's Federation;
2. Approves the allocation of \$25,000 from general resources for that purpose;
3. Decides to review the nomination and selection procedures at a future session.

1994/R.1/6. Revised proposal for an administrative and management review of UNICEF

The Executive Board

Approves the revised proposal for an administrative and management review of UNICEF as contained in E/ICEF/1994/AB/L.1, which was subsequently amended following consideration by the Executive Board, with the changes to be incorporated in a revised text (E/ICEF/1994/AB/L.1/Rev.1) to be issued subsequently by the secretariat.

1994/R.1/7. Emergency Programme Fund 6/

The Executive Board,

Having reviewed the Emergency Programme Fund (EPF) recommendation (E/ICEF/1994/P/L.2),

Decides that the level of EPF be increased from \$7 million to \$15 million per year, or from \$14 million to \$30 million for the 1994-1995 biennium. This would represent less than 10 per cent of the estimated total emergency expenditure by UNICEF each year, meaning that more than 90 per cent of such expenditure would be funded from supplementary funds.

1994/R.1/8. Human immunodeficiency virus/acquired immune deficiency syndrome programme

The Executive Board

Requests UNICEF to treat with urgency negotiation of a joint co-sponsored programme for human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS) and to bring to the next regular session of the Executive Board further information on how it could integrate its activities in HIV/AIDS with such a programme so that the Executive Board can work towards a recommendation of a joint co-sponsored programme to the Economic and Social Council no later than July 1994.

6/ The Executive Board approved this decision with the following provisos: (a) that there would be a broader discussion of EPF at the annual session; (b) that the Board would be informed of how EPF is being used; and (c) that there would be greater transparency in the use of EPF.

Second regular session

1994/R.2/1. Rules of procedure

The Executive Board

Decides to include an item on "Rules of procedure" in its provisional agenda of the annual session of 1994.

1994/R.2/2. UNICEF/WHO Joint Committee on Health Policy:
report on the special session
held at the headquarters of the World
Health Organization, Geneva,
27-28 January 1994

The Executive Board,

Reaffirming the continued validity of the technical inputs provided by the UNICEF/WHO Joint Committee on Health Policy (JCHP),

1. Takes note with appreciation of the report of the special session of the UNICEF/WHO JCHP held at WHO Headquarters in Geneva on 27-28 January 1994 (E/ICEF/1994/L.10);

2. Endorses the recommendations contained in the report as guidelines for programming and for coordination and cooperation between WHO and UNICEF in the area of health, with due consideration to country-specific situations, national plans and priorities, and the provisions of the Convention on the Rights of the Child;

3. Looks forward to a more substantive discussion of this report in the context of the further elaboration of the UNICEF health strategy at the third regular session of the Board.

1994/R.2/3. UNESCO/UNICEF Joint Committee on Education:
report of the fourth meeting held at the
headquarters of the United Nations Educational,
Scientific and Cultural Organization, Paris,
14-15 April 1994

The Executive Board,

Reaffirming the continued validity of the technical inputs provided by the UNESCO/UNICEF Joint Committee on Education (JCE),

1. Takes note with appreciation of the report of the fourth meeting of the UNESCO/UNICEF JCE held at UNESCO Headquarters in Paris on 14-15 April 1994 (E/ICEF/1994/L.13);

2. Endorses the recommendations contained in the report as guidelines for programming and for coordination and cooperation between UNESCO and UNICEF in the area of education, with due consideration to country-specific situations and national plans and priorities.

3. Looks forward to a more substantive discussion of this report in the context of a further elaboration of the UNICEF education strategy at a future session of the Board.

1994/R.2/4. Reports on the special session of the UNICEF/WHO Joint Committee on Health Policy and on the fourth meeting of the UNESCO/UNICEF Joint Committee on Education

The Executive Board,

Having considered the reports of the Joint Committee on Health Policy (E/ICEF/1994/L.10) and the UNESCO/UNICEF Joint Committee on Education (E/ICEF/1994/L.13),

Decides to examine the mechanisms for the review and implementation of future recommendations emanating from the Committees at its first regular session of 1995.

1994/R.2/5. Criteria for Executive Board representation on the UNICEF/WHO Joint Committee on Health Policy and the UNESCO/UNICEF Joint Committee on Education

The Executive Board

1. Decides to reconstitute the composition of its membership on the joint committees as follows:

(a) Chairman of the Board (ex officio);

(b) Five members, elected in their personal capacity and representing the five regional groups, and five alternate members elected in their personal capacity from the same country as the members, bearing in mind the necessity for continuity;

2. Also decides that members and their alternates nominated by States should be senior persons with relevant professional and UNICEF Board expertise and experience, able to provide technical guidance and policy advice to the concerned organizations;

3. Further decides that representatives may not serve for more than two consecutive terms unless they become ex officio members.

1994/R.2/6. Proposals for UNICEF cooperation and programme reviews

The Executive Board

1. Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1994/P/L.3 and Add.1:

(a) \$229,782,595 for general resources funding and \$338,164,500 for supplementary funding for programme cooperation in Africa, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1994/</u>
Angola	1994-1995	4 091 479		P/L.30
Benin	1994-1998	5 500 000	13 101 000	P/L.9
Botswana	1995-1999	5 200 000	9 000 000	P/L.4
Burkina Faso	1994-1995	2 800 000	7 453 000	P/L.20
Cameroon	1995	597 120		P/L.31
Cape Verde	1995-1999	3 750 000	7 500 000	P/L.15
Central African Republic	1994-1997		2 938 000	P/L.35
Chad	1994-1995	2 832 000		P/L.20
Comoros	1995-1996	1 500 000	800 000	P/L.19
Equatorial Guinea	1994-1998	3 750 000	4 000 000	P/L.15
Eritrea	1995	1 500 000	4 060 000	P/L.19
Ethiopia	1994-1999	75 000 000	37 500 000	P/L.5
Ghana	1995	1 184 551		P/L.31
Ghana	1994-1995		2 327 000	P/L.35
Guinea-Bissau	1994-1997	3 750 000	6 200 000	P/L.15
Kenya	1994-1998	22 000 000	30 000 000	P/L.6
Liberia	1994-1996	3 000 000	12 000 000	P/L.20
Madagascar	1994-1995	4 322 000	7 400 000	P/L.19
Mauritius	1995	750 000		P/L.19
Mozambique	1994-1998	42 000 000	59 000 000	P/L.7
Niger	1995-1999	12 200 000	18 630 000	P/L.10
Sao Tome and Principe	1995	411 687		P/L.30
Senegal	1994-1996		2 037 000	P/L.35
Sierra Leone	1995	1 522 317		P/L.31
Somalia	1994-1995	5 200 000	49 962 000	P/L.19
South Africa	1994-1996	6 000 000	14 400 000	P/L.19
Swaziland	1994-1995	919 340		P/L.30
Togo	1994-1996	3 000 000	4 856 000	P/L.20
Uganda	1994-1995	5 202 101		P/L.30
Zambia	1994-1996	3 400 000	3 000 000	P/L.19
Zimbabwe	1995-2000	8 400 000	42 000 000	P/L.8

(b) \$29,129,073 for general resources funding and \$101,474,000 for supplementary funding for programme cooperation in the Americas and the Caribbean, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1994/</u>
Argentina	1994-1995	1 072 661		P/L.32
Argentina	1994-1995		3 000 000	P/L.36
Brazil	1994-2000	11 900 000	84 514 000	P/L.11
Chile	1994-1996	2 016 000	960 000	P/L.21
Guyana	1995-1999	3 750 000	3 000 000	P/L.16
Haiti	1995	1 541 405		P/L.32
Honduras	1995	1 032 757		P/L.32
Mexico	1994-1995	1 816 250		P/L.32
Paraguay	1995-1999	6 000 000	10 000 000	P/L.12

(c) \$26,541,000 for general resources funding and \$42,268,500 for supplementary funding for programme cooperation in Asia, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1994/</u>
Afghanistan	1995	5 500 000		P/L.22
Bangladesh	1994-1995		25 000 000	P/L.37
Cambodia	1994-1995	4 280 000		P/L.22
Maldives	1994-1998	3 750 000	2 550 000	P/L.17
Mongolia	1994-1996	2 261 000	900 000	P/L.22
Myanmar	1994-1995		1 568 500	P/L.37
Thailand	1994-1998	10 750 000	12 250 000	P/L.13

(d) \$4,000,000 for general resources funding and \$20,000,000 for supplementary funding for programme cooperation in Central and Eastern Europe and the new independent States, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1994/</u>
Bosnia and Herzegovina	1994-1995		8 000 000	P/L.24
Croatia	1994-1995		3 000 000	P/L.25
Federal Republic of Yugoslavia (Serbia and Montenegro)	1994-1995		3 000 000	P/L.26
Georgia	1994-1995	2 000 000	2 000 000	P/L.28
The former Yugoslav Republic of Macedonia	1994-1995		4 000 000	P/L.27
Area office for countries in former Yugoslavia	1994-1995	2 000 000		P/L.29

(e) \$39,947,720 for general resources funding and \$102,100,000 for supplementary funding for programme cooperation in the Middle East and North Africa, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1994/</u>
Djibouti	1994-1998	3 500 000	3 750 000	P/L.18
Egypt	1995-2000	30 000 000	50 000 000	P/L.14
Iraq	1995-1996	3 000 000	13 000 000	P/L.23
Palestinian women and children in:				
Lebanon	1995	350 000	350 000	P/L.23
Syrian Arab Republic	1995	200 000		P/L.23

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1994/</u>
West Bank and Gaza	1994-1995	725 000	35 000 000	P/L.23
Sudan	1995	1 217 284		P/L.34
Tunisia	1995-1996	955 436		P/L.34

1994/R.2/7. Assistance to Palestinian children and women

The Executive Board,

Taking into consideration the new emerging situation in the Middle East, the need for an increase of assistance for Palestinian children and women, and the need to follow an integrated approach in this regard,

Requests that UNICEF monitor closely the rapidly changing opportunities to support Palestinian children and women, that it presents to one of the Board's 1995 sessions a review paper detailing UNICEF's programme needs and activities in the field of assistance for Palestinian children and women that might be indicated by changes in the situation, as well as measures that should be considered in response thereto; and that it makes an in-depth presentation on the matter.

1994/R.2/8. Country programme consideration and approval process

The Executive Board,

Recognizing that country programmes are the backbone of UNICEF country activities,

Recalling the provisions of General Assembly resolution 47/199 of 22 December 1992,

Stressing the importance of implementing the provisions of General Assembly resolution 48/162 of 20 December 1993,

Realizing that there is a need to improve the consideration and approval process of country programme recommendations,

Decides that the Board, at its first regular session in 1995, should discuss how to improve the working methods of the Board concerning the consideration and approval process of country programme recommendations.

1994/R.2/9. UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

The Executive Board

1. Endorses the UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States as outlined in document E/ICEF/1994/L.12, paragraphs 1-13 and 15-16, while ensuring that support to

those States is not to the detriment of country programmes for developing countries;

2. Encourages UNICEF to continue to collaborate closely with relevant United Nations and other organizations, in accordance with resolutions 47/187 of 22 December 1992, 47/199 of 22 December 1992, 48/209 of 21 December 1993 and other relevant resolutions of the General Assembly;

3. Urges UNICEF to support its activities in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States with a regional presence to be established as soon as the necessary resources are approved by the Executive Board, and to this end, requests the Executive Director to include in the proposed 1996-1997 administrative and programme support budget, the global funds budgets and country programme proposals, as appropriate, to be discussed in 1995, proposals for regional and country support for these countries;

4. Requests, in the interim, that the Executive Director rationalize support to the region in a cost-effective and innovative way that ensures maximum effectiveness in the field, and that takes into account the plans of other United Nations agencies and comments made during the second regular session of the Executive Board in 1994, in particular on the role that should be played by the Geneva office from now until the establishment of a regional support team within the region, as well as the comments made by other delegations on the role of the New York office.

1994/R.2/10. International Child Development Centre

The Executive Board,

Having reviewed the report on the "International Child Development Centre: progress report and proposed activities for 1994-1996",

1. Authorizes a three-year extension for the Centre for the period 1994-1996, with a total allocation of \$9.6 million in supplementary funding, of which 10.5 billion lire (approximately \$6.3 million) has been pledged by the Government of Italy, for the Centre's core activities, with the remainder to be sought from other donors for specific activities;

2. Confirms that the maintenance and basic staff of the Centre continue to be fully funded from supplementary funds and that general resources be used by the Centre only for specific Board-approved actions and where other UNICEF offices request the Centre to undertake certain aspects of these actions on their behalf.

1994/R.2/11. Greeting Card and related Operations - 1994 work plan and proposed budget

The Executive Board

Decides to include an item on "Greeting Card and related Operations - 1994 work plan and proposed budget" in its provisional agenda of the annual session of 1994.

1994/R.2/12. Criteria and nomination and selection procedures for the UNICEF Maurice Pate Award

The Executive Board

Decides to maintain the revised criteria for the Maurice Pate Award as approved by the Executive Board in decision 1991/2 (ICEF/1991/15) and as contained in the annex to the information note of the Executive Director in document E/ICEF/1994/L.16.

1994/R.2/13. UNICEF support to the proposed United Nations joint and co-sponsored programme on human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS)

The Executive Board

1. Encourages the UNICEF secretariat to continue to participate actively in the ongoing negotiations among the secretariats of UNICEF, the United Nations Development Programme, the United Nations Educational, Scientific and Cultural Organization, the United Nations Population Fund, the World Health Organization and the World Bank to establish with urgency a United Nations joint and co-sponsored programme on HIV/AIDS to ensure that a proposal is put before the Economic and Social Council at its substantive session of 1994;

2. Supports UNICEF participation in the new United Nations joint and co-sponsored programme on HIV/AIDS;

3. Reaffirms that country coordination of the joint and co-sponsored programme should be undertaken within the framework of General Assembly resolution 47/199 of 22 December 1992;

4. Decides to transmit the present decision to the Economic and Social Council and to the secretariats of the other co-sponsoring organizations.

1994/R.2/14. Recommendation for additional funds for an administrative and management review of UNICEF

The Executive Board

Approves an additional amount of \$107,000 to cover the costs of the review, bringing the total amount to be allocated from the approved 1994-1995 administrative and programme support budget to \$1,107,000.

Annual session

1994/A/1. Medium-term plan for the period 1994-1997

The Executive Board

1. Takes note of the medium-term plan (E/ICEF/1994/3 and Corr.1) as a framework of financial projections for 1994-1997 (summarized in table 7);
2. Approves the preparation of up to \$820 million in programme expenditures from general resources to be submitted to the Executive Board in 1995 (shown in table 6, item 5). The amount is subject to the availability of resources and to the condition that estimates of income and expenditure made in this plan continue to be valid;
3. Requests the Executive Director, in preparing general resources submissions in 1995 and future years, to take account of the views expressed by delegations on the medium-term plan, including its financial projections;
4. Further requests the Executive Director to rationalize (a) the format and presentation of his report and the medium-term plan to minimize duplication and to provide a concise overview setting out the strategic directions for which Board approval is being sought and (b) the arrangements for Board consideration of the plan at future sessions.

1994/A/2. Follow-up to the World Summit for Children

The Executive Board

1. Invites all countries to review their national programmes of action (NPAs) to ensure that the mid-decade goals are appropriately incorporated into their national planning processes, while taking into account long-term sustainability, and that sufficient priority and resources be devoted to their achievement;
2. Acknowledges its decision 1993/12 (E/ICEF/1993/14), which invited donor countries and international financial institutions in a position to do so to increase and sustain their share of official development assistance (ODA) commitment to social priority sectors, and national Governments in a position to do so to increase their share of national budgetary allocations for the same sectors, bearing in mind, as appropriate, the levels of 20 per cent of total ODA and national budgetary allocations for those sectors recommended in the 1992 Human Development Report;
3. Invites the Economic and Social Council to discuss thoroughly the concept of "20/20", stressing in particular poverty eradication within the context of sustainable development;
4. Recommends that those countries which have not already done so establish mechanisms for monitoring progress towards the goals of their NPAs, including appropriate high-level meetings to review the state of progress, with the participation of all sectors of civil society, including the mass media;

5. Urges the Preparatory Committee of the World Summit for Social Development to take into account the Declaration and Plan of Action of the World Summit for Children in its preparatory draft documents and notes that the Social Summit provides an occasion for the nations of the world to report on the progress being made in keeping the promises made for children at the Children's Summit, with special reference to progress being made towards the mid-decade goals;

6. Reiterates the request made to the Secretary-General at the World Summit for Children to arrange for a mid-decade review of progress being made towards implementation of the commitments of the Declaration and Plan of Action of the Summit.

1994/A/3. Ensuring child survival, protection and development in Africa

The Executive Board

1. Reaffirms its commitment to Africa as the region of greatest need and highest priority and its commitment to assist countries in Africa to fulfil the human development goals of the 1990s, as expressed at the World Summit for Children and in the Consensus of Dakar. To this end, the Board requests the Executive Director to translate this priority into reality by proposing appropriate increases in the human and financial resources allocated for country programmes in Africa;

2. Decides to maintain and strengthen its commitment and support to the United Nations New Agenda for the Development of Africa in the 1990s (NADAF) and to ensure that the inter-agency work under NADAF is linked with the implementation of the national programmes of action (NPAs);

3. Urges all Governments in Africa to finalize their strategies for implementing their NPAs and to mobilize national and international resources, including restructuring of national budgets, for their speedy implementation;

4. Urges African States, interested donors and agencies and relevant non-governmental organizations (NGOs) to develop specific programmes or compacts aimed at meeting specific goals or sets of goals within the NPAs for the well-being of children and women, while taking into account long-term sustainability;

5. Further urges African Governments to mobilize other development partners such as the private sector and NGOs, in support of the NPAs;

6. Invites, in accordance with the Consensus of Dakar, donor countries and others in a position to do so to increase substantially and sustain the official development assistance (ODA) commitment to poverty eradication in Africa, bearing in mind, as appropriate, the levels of 20 per cent of total ODA and national budgetary allocations for social priority sectors recommended by the 1992 Human Development Report;

7. Decides to increase its efforts in mobilizing additional resources from both private and public sources for programmes in Africa through, inter alia, strengthening its cooperation with multilateral and bilateral funding institutions including the World Bank and the African Development Bank (AfDB);

8. Further urges donor countries and international financial institutions to consider all possible measures to reduce the official debt burden of African countries, including debt cancellation and debt conversions, and further calls upon UNICEF to advocate at the highest possible levels for the reduction of African bilateral and multilateral debt;

9. Calls upon international financial institutions, donors and African Governments to improve the performance of structural adjustment policies in alleviating poverty, and to undertake measures to reduce the adverse impacts of those policies on affected households;

10. Calls upon the Executive Director to increase the involvement of recipient country nationals and institutions, both governmental and non-governmental, in the development, management, implementation, monitoring and evaluation of UNICEF-assisted programmes;

11. Further calls upon the Executive Director, within the UNICEF mandate and in collaboration with other relevant agencies, to strengthen support to emergency preparedness activities in all African countries to reduce vulnerability to natural and man-made disasters;

12. Requests the Executive Director, within the UNICEF mandate and in collaboration with other relevant agencies, to incorporate human immunodeficiency virus/acquired immune deficiency syndrome (HIV/AIDS) as an important element of country programme recommendations, within the contexts of NPAs, given the considerable impact that HIV/AIDS is projected to have on child survival, protection and development in Africa;

13. Requests the Executive Director to strengthen collaboration, within the UNICEF mandate, with the Organization of African Unity, the United Nations Economic Commission for Africa, AfDB, as well as subregional organizations such as the Economic Community of West African States, the Preferential Trade Area for Eastern and Southern Africa, the Economic Community of Central African States, the Southern African Development Community and the Maghreb Arab Union, in the implementation of the Consensus of Dakar, taking into account the memorandums of understanding signed by the Executive Director with some of those organizations;

14. Requests the Executive Director to initiate the establishment of formal relations of cooperation with the Government of South Africa as soon as possible and to assist the Government to establish programmes for children and women, within the overall mandate of UNICEF;

15. Requests the Executive Director to report on progress made in the implementation of the current decision on ensuring child survival, protection and development in Africa to the Executive Board in 1995.

1994/A/4. Gender equality and empowerment
of women and girls

The Executive Board

1. Endorses the conclusions of the policy review on gender equality and empowerment of girls and women, as contained in document E/ICEF/1994/L.5, and requests the Executive Director to give a high priority to the following actions in UNICEF efforts to promote gender equality and gender-sensitive development

programmes, taking into account the special needs of individual countries and, inter alia, the provisions of the Convention on the Rights of the Child and the Convention on the Elimination of All Forms of Discrimination Against Women:

(a) Developing gender-sensitive indicators in each sectoral area of development and setting gender-specific goals in the national programmes of action as an essential measure for introducing early action to eliminate the discrimination faced by girls and women in all stages of their life cycle and the achievement of the mid-decade goals and universal goals of the World Summit for Children;

(b) Strengthening the integration of gender concerns in country programmes by adopting (i) the life cycle perspective in addressing the gender-based disadvantages and eliminating disparities that exist at each stage of the life cycle of girls and women, with special attention to the development needs of girls in the age groups 0-5 years, 6-12 years and 13-18 years; and (ii) the use of the Women's Equality and Empowerment Framework as the conceptual and operational tool in the planning, implementation and evaluation of programmes;

(c) Promoting the ratification and implementation of the Convention on the Elimination of All Forms of Discrimination Against Women, together with the Convention on the Rights of the Child, recognizing the complementarity of the two Conventions as the foundation for action for gender equality and the empowerment of girls and women;

(d) Supporting specific actions and strategies for promoting gender equality within the family, sharing of parental responsibilities between men and women, addressing gender concerns in emergency situations, activities for special target groups of girls and women, such as those in poverty households and in especially difficult circumstances, policy-oriented research, organized participation of women at all levels, capacity-building and the mobilization of youth for bringing about a more gender-equitable society in the future;

(e) Ensuring that priority is given to the integration of gender issues in development programmes through the establishment of appropriate mechanisms for regular monitoring of the implementation of the actions set out above, assigning responsibilities for implementation, and enhancing capacities and resources for implementing the programme thrust on gender and development. In this regard, increased support of the donor community for country programmes and regional and global advocacy, networking and technical support is essential;

2. Requests the Executive Director to review the proportion of resources to be allocated to supporting gender equality and empowerment of girls and women from the projections in the medium-term plan for the period 1994-1997 (E/ICEF/1994/3 and Corr.1) in order to take into account specifically the policy review on gender equality and empowerment of girls and women;

3. Further requests the Executive Director to participate actively in the preparation of the Fourth World Conference on Women, giving special attention to the actions noted above and emphasizing the synergy between the principles of gender equality and gender-sensitive national development and the goals of the World Summit for Children.

1994/A/5. Emergency operations

The Executive Board

1. Recognizes that there is need for greater consistency, clarity and transparency in the presentation of budgetary information on the use of emergency funds;
2. Requests the Executive Director to submit a report to the first regular session of 1995 on the proportion of emergency funding which also contributes to meeting UNICEF development objectives;
3. Further requests the Executive Director to avoid as much as possible the use of Emergency Programme Fund resources for long-term emergency preparedness activities and requests the Executive Director to incorporate these activities as appropriate into country and regional programmes;
4. Requests the Executive Director to submit a report to the first regular session in 1995 on the UNICEF contribution to the implementation of General Assembly resolution 48/57 of 14 December 1993 concerning the strengthening of the coordination of humanitarian assistance.

1994/A/6. Land-mines

The Executive Board,

Recalling General Assembly resolution 48/7 of 16 December 1993 entitled "Assistance in mine clearance", in which the Assembly states that it is gravely alarmed by the increasing presence of mines and other unexploded devices as a result of armed conflicts,

Taking note of the statement of 8 March 1994 by the Executive Director to the Commission on Human Rights,

1. Thanks the Executive Director for drawing to the Board's attention the devastating impact on children and women of land-mines and unexploded devices which serves to impede the work of UNICEF on behalf of the most vulnerable members of society;
2. Welcomes the decision of the General Assembly in resolution 48/7 to include in its provisional agenda of its forty-ninth session the item entitled "Assistance in mine clearance".

1994/A/7. The situation of children in Rwanda

The Executive Board,

Extremely disturbed by reports of death, suffering and deliberate violations of the rights of children in Rwanda,

Expresses appreciation for the UNICEF secretariat's relief efforts in Rwanda and the strong collaboration of UNICEF staff with United Nations agencies under the coordination of the Department of Humanitarian Affairs and with non-governmental organizations and calls on the Executive Director, in cooperation with the international community, to ensure a concrete and continued response to the immediate and long-term needs of the suffering children of Rwanda, including those who have become displaced and refugees.

The Executive Board,

Having considered recommendations contained in the multi-donor evaluation of UNICEF,

1. Reaffirms that the recipient Government has the primary responsibility for the formulation of its country programme, as well as for the coordination of all types of external assistance, in order to integrate effectively the assistance into its development process;

A. UNICEF OVERALL PROGRAMME OBJECTIVES AND STRATEGIES

2. Stresses the importance of UNICEF further defining, within the overall goal of sustainable child survival and development, its advocacy role, as well as the scope of, and interlinkages among, the following three programme strategies:

(a) Strengthening national programmes for children through capacity-building, that is, through building capacity for sustained programme delivery, with a focus on systems development, organized training, management support and public participation in operations and maintenance;

(b) Support for the delivery of social services, that is, through well-defined technical interventions which are aimed at reaching the largest possible number of beneficiaries, currently through vertical structures, but increasingly through integrated service packages;

(c) Empowerment of children and women, that is, through development of knowledge and skills, the promotion of target group organization and participation in decision-making and the strengthening of cooperation within civil society;

3. Urges that these strategies should be applied, as appropriate, in accordance with the priorities and plans of national Governments, throughout the broad range of UNICEF field activities, including, inter alia, in the areas of:

(a) Development of sustainable systems in the social sectors;

(b) Gender analysis;

(c) Promotion of the rights of children and women;

(d) Programmes involving national coverage ("going to scale"), such as immunization programmes;

(e) Training and process support;

(f) Target group strengthening and involvement in all aspects of programme planning, implementation and evaluation, as well as in the maintenance of service systems;

(g) Cooperation with local non-governmental organizations;

(h) Programmes in the areas of health and nutrition, water and sanitation, women in development, education and emergency response;

4. Decides that the mix and weight given to programme objectives, programme strategies and priority sectors should be determined through the specific country programming process based on priorities and plans of the recipient Government and on an in-depth assessment of available choices within each country, the national programmes of action and, where in place, within the broader framework of the country strategy note;

5. Requests the Executive Director to:

(a) Develop a general strategy document on capacity-building, empowerment, service delivery and advocacy; improved programme designs for all UNICEF priority sectors, taking into account all three strategy elements; and a strategy paper on emergency assistance based on all three strategy elements and taking into account the role of UNICEF within the United Nations system and the need to strengthen linkages between UNICEF emergency work and its development goals;

(b) Present a status report on the subjects mentioned above to the September 1994 session of the Board and a full report on these subjects to the first regular session of 1995;

(c) Present to the appropriate session of the Board in 1995 one or more example(s) of country programme(s) incorporating all applicable issues outlined in this resolution;

(d) Report to the Board, as an integral part of the response to the requests mentioned above, as to which operational strategies and concrete measures the secretariat intends to introduce to adjust UNICEF's own organizational capacity;

B. INTER-AGENCY COORDINATION AND COLLABORATION

6. Stresses the importance it attaches to the mechanisms for coordination at the field level established in General Assembly resolution 47/199 of 22 December 1992;

7. Further stresses the need for enhanced coordination and collaboration between UNICEF, the United Nations and other relevant organizations at all levels, and the importance of focusing these collaborative efforts, at this stage, on policy and programme coordination and technical dialogue;

8. Requests the Executive Director, in close cooperation with the United Nations system, to continue giving support to capacity-building of recipient Governments in the coordination of international assistance in UNICEF-related fields;

9. Emphasizes the importance it attaches to system-wide coordination of humanitarian emergency assistance, under the leadership of the Emergency Relief Coordinator, in order to facilitate an effective response to natural disasters and other emergencies by the United Nations system at Headquarters and normally through the resident coordinator system at the field level;

10. Requests the Executive Director in this context to identify measures to strengthen further coordination mechanisms with the United Nations and other relevant organizations;

C. UNICEF ACCOUNTABILITY

11. Confirms that the accountability of UNICEF will be one of the major elements in the management review focusing attention on the respective accountabilities of the Board and the secretariat and, inter alia, on the six identified key areas:

- (a) Funds;
- (b) Country strategy and programme;
- (c) Inputs to UNICEF-supported programmes;
- (d) Outputs of UNICEF-supported programmes;
- (e) Impacts and effects of UNICEF-supported programmes;
- (f) National/global indicators;

12. Stresses the relevance of General Assembly resolution 47/199 on the triennial policy review of operational activities as well as ongoing efforts of UNICEF to implement paragraphs in that resolution aimed at improving accountability;

13. Decides that a new open-ended working group, with the mandate to continue the work initiated by the Working Group established by decision 1993/6 (see E/ICEF/1994/14), should be established and that that working group will address, inter alia, accountability questions arising from the management review;

14. Further decides to schedule meetings, as appropriate, between the open-ended working group and the management review consultants to discuss questions pertaining to UNICEF accountability, as outlined in the management review's terms of reference, as well as the relevant sections of the draft outline of the consultant's final report;

15. Requests the working group to report back to the Board on its findings no later than the annual session in 1995.

1994/A/9. Greeting Card and related Operations work plan and proposed budget for 1994

A. Greeting Card and related Operations budgeted expenditures for the 1994 season

The Executive Board

1. Approves for the fiscal year 1 May 1994 to 30 April 1995 budgeted expenditures of \$77.0 million as detailed below and summarized in revised column I of annex VI to document E/ICEF/1994/AB/L.6 (E/ICEF/1994/CRP.36 and Add.1):

(In millions of
United States dollars)

Director's Office	1.0
Product Line and Marketing	39.5
Market Development Programme	5.0
Private Sector Fund-raising	5.3
Fund-raising Development Programme	5.0
Operations and Finance	12.8
UNICEF field offices	<u>7.1</u>
Subtotal <u>a/</u>	<u>75.7</u>
Central and Eastern European National Committees Development Programme	<u>1.3</u>
Total expenditures - consolidated <u>b/</u>	<u>77.0</u>

a/ For details, see tables 3, 5, 7, 9 and 11.

b/ For details, see table 1.

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in revised column II of annex VI to document E/ICEF/1994/AB/L.6 and to increase the expenditures up to the level indicated in column III of annex VI to the same document, should the apparent net proceeds increase before and during the season necessitate, and, accordingly, to reduce expenditures below the level indicated in revised column II to the extent necessary, should the net proceeds decrease;

(b) To transfer funds when necessary between the various budgets as detailed under paragraph 1 above;

(c) To spend an additional amount between Executive Board sessions, when necessary, owing to currency fluctuations, to ensure the continued operation of the Greeting Card and related Operations (GCO).

B. Budgeted income for the 1994 season

The Executive Board

Notes that for the fiscal year 1 May 1994 to 30 April 1995, GCO net proceeds are budgeted at \$187.2 million as shown in revised column II of annex VI to document E/ICEF/1994/AB/L.6.

C. Policy issues

The Executive Board

1. Approves the changes in posts with a net reduction of 38 posts as indicated in table 2 in document E/ICEF/1994/AB/L.6;
2. Renews the Fund-raising Development Programme for an additional five-year period with \$5 million established for 1994;
3. Establishes the Market Development Programme for a five-year period with \$5 million established for 1994;
4. Authorizes the implementation of the decreasing scale of retention for Central and Eastern European National Committees for UNICEF as recommended in paragraph 22 of document E/ICEF/1994/AB/L.6;
5. Authorizes the consolidation of production facilities in North America and Europe, subject to a thorough review of the impact of this consolidation at an appropriate session in 1996;
6. Requests the Executive Director to expedite the procedures required to implement decision 1993/24 C.1 and C.2 with effect in the 1994 (GCO) budget year and to report on the implementation thereof to the third regular session of the 1994 Executive Board;
7. Recommends that, with a view to providing more information on the evolution of income and expenditures, the budget documents should incorporate the key performance indicators over a five-year period, including the provisional results of the preceding year when they become available;
8. Recommends that the secretariat provide, as an addendum to the GCO work plan and budget, key tables comparing the future year's budget with the latest provisional results;
9. Requests the Executive Director to consider the possibility of the extension of the Central and Eastern European National Committees Development Programme in light of Executive Board decision 1994/R.2/9 (E/ICEF/1994/13 (Part II)) on UNICEF policy for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as well as the comments made by the delegations during the second regular session of the Executive Board in 1994.

1994/A/10. Rules of procedure

The Executive Board

Decides that, in view of United Nations General Assembly resolution 48/162 of 20 December 1993, the following rules of procedure (E/ICEF/1994/L.18, as amended by E/ICEF/1994/CRP.27, E/ICEF/1994/CRP.39, E/ICEF/1994/CRP.49 and E/ICEF/1994/CRP.40) will replace the existing rules of procedure as contained in document E/ICEF/177/Rev.5 and Corr.1, with effect as of 1 July 1994. 7/

7/ The revised rules of procedure as approved in this decision are contained in document E/ICEF/177/Rev.6.

Third regular session

1994/R.3/1. Projections of future levels of UNICEF headquarters staff

The Executive Board,

Having considered document E/ICEF/1994/AB/L.11, entitled "Projections of future levels of UNICEF headquarters staff",

Taking into account the concerns expressed by some members of the Executive Board,

Authorizes the Executive Director to finalize negotiations and execute a lease/purchase agreement with the New York City Economic Development Corporation/United Nations Development Corporation for a condominium interest of 262,351 square feet at 633 Third Avenue.

5 October 1994

1994/R.3/2. Review of that part of the UNICEF Greeting Card and related Operations located in Manhattan

The Executive Board,

Noting the recommendation contained in document E/ICEF/1994/AB/L.10 that Greeting Card and related Operations (GCO) maintain staffing levels in New York and Geneva as approved in the GCO 1994 work plan and budget (E/ICEF/1994/AB/L.6),

Having considered the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1994/AB/L.16) and its view that not all the various alternatives for the relocation of the GCO staff in the New York area have been explored sufficiently,

Recognizing that the outcome of the management review of UNICEF may contribute to the consideration of the relevant options,

1. Requests the secretariat to continue its planning to consolidate all UNICEF activities in New York, including GCO, into the two locations approved by the Executive Board;
2. Further requests the secretariat to delay the actual move of GCO as long as possible in 1995 without incurring any significant additional costs;
3. Decides to reconsider this issue after completion of the management review study of UNICEF, with due regard for the full range of options and considerations.

5 October 1994

1994/R.3/3. Report on the implementation of Executive Board decision 1993/24 C (E/ICEF/1993/14)

The Executive Board

Takes note of the report on the implementation of Executive Board decision 1993/24 C (E/ICEF/1993/14) as contained in document E/ICEF/1994/AB/L.14.

4 October 1994

1994/R.3/4. A self-financing Supply Division

The Executive Board,

Having considered the proposal contained in document E/ICEF/1994/AB/L.9,

Taking into account the observations of the Advisory Committee on Administrative and Budgetary Questions,

Decides that a new transparent format for the presentation of the Supply Division budget, as outlined in annex I of document E/ICEF/1994/AB/L.9, will be incorporated into the proposed administrative and programme support budget for the biennium 1996-1997, for consideration of the Executive Board.

4 October 1994

1994/R.3/5. UNICEF recovery policy

The Executive Board,

Decides:

(a) That the policy of charging a 6 per cent recovery fee to all supplementary-funded projects, excluding those funded by National Committees for UNICEF, non-governmental organizations and host Governments funding their own programmes, shall continue until the end of 1995. The amount would cover costs of those headquarters-based administrative and programme support posts approved by the Executive Board for funding from the recovery charge and contribute to incremental overhead costs in field offices;

(b) That, beginning with the 1996-1997 administrative and programme support budget, the policy of charging a 6 per cent recovery fee be discontinued, to be replaced by an interim policy whereby all headquarters posts previously charged to recovery funds shall be charged to the administrative and programme support budget without any change to contractual status;

(c) That in accordance with this interim policy, all supplementary-funded programmes signed after 31 December 1995 shall include a separate budget line for "incremental field office administrative and programme support costs" equivalent to 3 per cent of the total programme budget. This line item shall be applied to the general operating costs in the field office and shall be additional to direct field operating costs such as staff costs, staff travel, computer equipment, etc., which will continue to be included in specific programme budgets;

(d) That the 3 per cent rate for "incremental field office administrative and programme support costs" shall not be changed without the prior approval of the Executive Board;

(e) That for donors currently exempt from payment of the recovery charge, or not specifically identified in previous Executive Board decisions on recovery policy, the 3 per cent rate for "incremental field office administrative and programme support costs" shall be applied immediately. The 3 per cent should be built into all programme proposals for which UNICEF receives supplementary funding;

(f) The Executive Director shall review the application of this interim policy so as to enable a determination to be made of which support posts should be borne by general resources or global funds, taking into account any decisions made by the Board on the management review. This analysis should be included with UNICEF budget submission for 1996-1997;

(g) That the Executive Director shall review the application of this interim policy for recovery of field general operating costs, including the desirability of incorporating a review of current levels of general operating costs, and their adequacy, within each biennial budget proposal, and report thereon to the Executive Board in 1999.

5 October 1994

1994/R.3/6. Increased transparency regarding the budget

The Executive Board,

Taking into account the recommendations contained in General Assembly resolution 47/199 of 22 December 1992,

Referring to the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1994/AB/L.16),

Taking note of the observations made at the third regular session of the Board with regard to the format of the budget and account presentation of the United Nations Children's Fund,

Requests the Executive Director, in the context of General Assembly decision 47/449 of 22 December 1992, to cooperate with other United Nations programmes and funds to work towards harmonization of their presentation of budgets and accounts, in particular, in relation to administrative costs, with a view to achieving common definitions thereof and obtaining a higher degree of financial transparency and comparability and to report back to the Executive Board at its third regular session in 1995.

5 October 1994

1994/R.3/7. Recommendation for funding for administrative and programme support activities in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States

The Executive Board

Approves the continuation of the funding level of \$2 million for 1995 for administrative and programme support activities for Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as detailed in document E/ICEF/1994/P/L.40. In addition to these resources, and as previously authorized by the relevant Executive Board decisions, the existing international Professional and General Service posts which are associated with the programme will continue to be funded through 1995.

5 October 1994

1994/R.3/8. Conference facilities

The Executive Board,

1. Takes note of the report on conference facilities at the premises of UNICEF headquarters (E/ICEF/1994/AB/L.15) and the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1994/AB/L.16) and, in this context, requests the Executive Director to finalize the feasibility study, taking into account its decision 1994/R.1/1, subparagraph (c);

2. Decides to continue discussion of this question at its first regular session in 1995.

5 October 1994

1994/R.3/9. Allocation of items for UNICEF Executive Board sessions in 1995

The Executive Board

Decides to adopt the following allocation of items for Board sessions in 1995:

- First regular session 1-3 and 6 February 1995 ^{8/} (4-day duration)
- (1) Mechanisms for review/implementation of future recommendations of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy (JCHP) and the United Nations Educational, Scientific and Cultural Organization/UNICEF Joint Committee on Education (JCE) (decision 1994/R.2/4)
 - (2) Improving consideration and approval process of country programme recommendations (decision 1994/R.2/8)

^{8/} The dates were revised from 1-4 February because one of the days originally scheduled falls on the weekend.

- (3) Follow-up to the multi-donor evaluation: general strategy document, document on improved programme designs and strategy paper on emergency assistance (decision 1994/A/8)
- (4) UNICEF and implementation of General Assembly resolution 48/57 on coordination of humanitarian assistance (decision 1994/A/5)
- (5) Proportion of emergency funding directed to UNICEF development objectives (decision 1994/A/5)
- (6) Emergency operations, including coordination issues
- (7) UNICEF Maurice Pate Award
- (8) Election of JCE membership
- (9) Management review of UNICEF
- (10) Coordination of UNICEF activities concerning human immunodeficiency virus/acquired immune deficiency syndrome
- (11) Annual reports to the Economic and Social Council 9/
- (12) Follow-up on conference facilities at the premises of UNICEF headquarters

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Second regular session
20-23 March 1995
(4-day duration)

- (1) Country programme recommendations:
West and Central Africa;
Eastern and Southern Africa;
Asia;
Americas and the Caribbean;
Middle East and North Africa;
Central and Eastern Europe, Commonwealth of Independent States and the Baltic States
- (2) Regional reports
- (3) Savings and cancellations
- (4) Review of expenditures in excess of commitments

9/ There should be an opportunity for the Board to discuss issues related to the Economic and Social Council at any of its sessions under "Other business".

- (5) Reports on field visits by Executive Board members to Africa and Asia 10/
- (6) UNICEF policy and strategies for health, including review of the report of the UNICEF/WHO JCHP
- (7) Follow-up to the International Conference on Population and Development

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Annual session
22-26 May 1995
(5-day duration)

- (1) Policy paper on basic education
- (2) Policy paper on water and environmental sanitation
- (3) Report of the Executive Director
- (4) Child survival and development in Africa
- (5) Follow-up to the World Summit for Children
- (6) Follow-up to the World Summit for Social Development
- (7) GCO work plan and financial reports, including the review of that part of GCO located in Manhattan

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Third regular session
18-22 September 1995
(subject to General Assembly approval)
(5-day duration)

- (1) Administrative and programme support budget for the 1996-1997 biennium
- (2) Global funds programme budget for 1996-1997 biennium
- (3) Financial medium-term plan
- (4) Supply operations
- (5) UNICEF financial report and statements
- (6) Report of the Advisory Committee on Administrative and Budgetary Questions on administrative and programme support budget and global funds programme budget
- (7) Report to the Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions

10/ For Africa: Burkina Faso and Uganda; for Asia: India and the Lao People's Democratic Republic; from 13 to 28 February 1995.

- (8) Management review of UNICEF, including report of the Advisory Committee on Administrative and Budgetary Questions on the management review
- (9) Follow-up to the multi-donor evaluation, including paragraph 5 of decision 1994/A/8, and report of the open-ended working group
- (10) Follow-up to decisions taken by the Economic and Social Council
- (11) Programme of work for 1996

5 October 1994

1994/R.3/10. Report on the use of global funds for the biennium 1992-1993

The Executive Board

Takes note of the report on the use of global funds for the biennium 1992-1993 as contained in documents E/ICEF/1994/P/L.38 and Add.1.

5 October 1994

1994/R.3/11. Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 48/216 B

The Executive Board

Takes note of the report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions regarding General Assembly resolution 48/216 B as contained in document E/ICEF/1994/AB/L.3/Add.1.

5 October 1994

1994/R.3/12. Election of members to the UNICEF/World Health Organization Joint Committee on Health Policy

The Executive Board

1. Decides to elect the following members and alternates to the UNICEF/World Health Organization Joint Committee on Health Policy (JCHP):

(a) From the Asian group of States, Dr. Juan M. Flavier and as alternate, Dr. Carmencita Reodica (Philippines);

(b) From the Central and Eastern European group of States, Dr. Inga Grebesheva and as alternate, Dr. Olga Lebedinskaya (Russian Federation);

(c) From the Latin American and Caribbean group of States, Dr. Oscar Feo and as alternate, Dr. Eugenio Brito (Venezuela);

(d) From the Western European and Others group of States, Dr. David Nabarro and as alternate, Dr. Penelope Key (United Kingdom);

2. Agrees that the candidates to be proposed by the African group of States will be considered elected to JCHP upon receipt by the secretariat of a letter from the Chairman of the African group confirming the nominations.

5 October 1994

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