

Executive Board of the United Nations Children's Fund

Report on the first, second and third regular sessions
and annual session of 1996

Economic and Social Council

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Annex

DECISIONS ADOPTED BY THE EXECUTIVE BOARD DURING 1996

Number Title

First regular session

- 1996/1. UNICEF mission statement
- 1996/2. UNICEF emergency services: mission and strategies
- 1996/3. Follow-up to the Fourth World Conference on Women
- 1996/4. Reports to the Executive Board
- 1996/5. Documentation
- 1996/6. Documents for future Executive Board sessions

Second regular session

- 1996/7. Proposals for UNICEF cooperation and programme reviews
- 1996/8. Annual report to the Economic and Social Council
- 1996/9. 1996 UNICEF Maurice Pate Award
- 1996/10. Headquarters and regional offices budget for the biennium 1996-1997
- 1996/11. Headquarters and regional offices budget for the biennium 1996-1997
- 1996/12. General resources programme budget for the biennium 1996-1997
- 1996/13. Supplementary-funded programme budget for the biennium 1996-1997
- 1996/14. Additional allocation for the administrative and programme support budget for field offices
- 1996/15. UNICEF communication and information programme
- 1996/16. Harmonization of budget presentations
- 1996/17. Extension of cooperation with Rotary International for polio eradication and extension of the Vaccine Independence Initiative
- 1996/18. Commemoration of the fiftieth anniversary of the operations of the United Nations Children's Fund
- 1996/19. Election of Executive Board representatives to the UNICEF/World Health Organization Joint Committee on Health Policy
- 1996/20. Dates of Executive Board sessions

Number Title

Annual session

- 1996/21. Follow-up to the World Summit for Children
- 1996/22. Greeting Card and related Operations work plan and proposed budget for 1996
- 1996/23. Report of the UNESCO/UNICEF Joint Committee on Education on its fifth meeting
- 1996/24. Report of the UNICEF/WHO Joint Committee on Health Policy on its special session
- 1996/25. Working group on documentation
- 1996/26. Medium-term plan for the period 1996-1999
- 1996/27. Children in need of special protection measures
- 1996/28. Conceptual framework for UNICEF emergency interventions

Third regular session

- 1996/29. Proposals for UNICEF cooperation and programme reviews
- 1996/30. International Child Development Centre
- 1996/31. Outline of an implementation plan for the health strategy
- 1996/32. UNICEF: management excellence process
- 1996/33. National Committees for UNICEF
- 1996/34. Allocation of general resources
- 1996/35. Documentation
- 1996/36. Programme of work for 1997

First regular session

1996/1. UNICEF mission statement

The Executive Board

Adopts the following statement on the mission of UNICEF, as contained in document E/ICEF/1996/AB/L.2:

THE MISSION OF UNICEF

UNICEF is mandated by the United Nations General Assembly to advocate for the protection of children's rights, to help meet their basic needs and to expand their opportunities to reach their full potential.

UNICEF is guided by the Convention on the Rights of the Child and strives to establish children's rights as enduring ethical principles and international standards of behaviour towards children.

UNICEF insists that the survival, protection and development of children are universal development imperatives that are integral to human progress.

UNICEF mobilizes political will and material resources to help countries, particularly developing countries, ensure a "first call for children" and to build their capacity to form appropriate policies and deliver services for children and their families.

UNICEF is committed to ensuring special protection for the most disadvantaged children - victims of war, disasters, extreme poverty, all forms of violence and exploitation and those with disabilities.

UNICEF responds in emergencies to protect the rights of children. In coordination with United Nations partners and humanitarian agencies, UNICEF makes its unique facilities for rapid response available to its partners to relieve the suffering of children and those who provide their care.

UNICEF is non-partisan and its cooperation is free of discrimination. In everything it does, the most disadvantaged children and the countries in greatest need have priority.

UNICEF aims, through its country programmes, to promote the equal rights of women and girls and to support their full participation in the political, social and economic development of their communities.

UNICEF works with all its partners towards the attainment of the sustainable human development goals adopted by the world community and the realization of the vision of peace and social progress enshrined in the Charter of the United Nations.

First regular session
22 January 1996

1996/2. UNICEF emergency services: mission and strategies

The Executive Board

1. Takes note of the information contained in the report on UNICEF emergency services: mission and strategies (E/ICEF/1996/4) presented to the Board at its first regular session of 1996;
2. Requests the secretariat to present a conceptual framework, including guiding principles and methodologies, for UNICEF emergency interventions (two pages) to be presented to the Board at its annual session of 1996;
3. Requests further the secretariat to formulate operational papers (two pages) on a number of issues, as listed in the annex to the present decision, to be presented for information, when completed, to relevant sessions of the Board during the period from 1996 to 1997;
4. Urges UNICEF, in close cooperation with the United Nations Department of Humanitarian Affairs (DHA) and other relevant agencies and organizations of the United Nations system, to facilitate the implementation of Economic and Social Council decision 1995/56, inter alia, through coordinated reporting to the 1996 substantive session of the Economic and Social Council.

Annex

SUBJECTS OF OPERATIONAL PAPERS TO BE PREPARED DURING 1996-1997

As a complement to the indicative list presented with Economic and Social Council decision 1995/56: Strengthening of the Coordination of the Emergency Humanitarian Assistance of the United Nations, adopted by the Council at its substantive session of 1995, the following operational papers will be considered:

1. Rapid response capacity;
2. Capacity-building;
3. Coordination:
 - (a) Coordination at field level;
 - (b) Inter-agency coordination and DHA;
4. Niche and comparative advantage;
5. Prevention and preparedness (including conflict prevention);
6. Protection of children in conflict situations;
7. Processes:
 - (a) How is an emergency defined?;
 - (b) When is an emergency declared?;
 - (c) Post-crisis recovery and development;
 - (d) How are funds reprogrammed/allocated?;
8. Balance between long-term development and emergency assistance.

First regular session
24 January 1996

1996/3. Follow-up to the Fourth World Conference on Women

The Executive Board

1. Reaffirms that UNICEF follow-up to the Fourth World Conference on Women should be based on policies in, inter alia, gender equality and the empowerment of women and girls (E/ICEF/1994/L.5 and Add.1), policy review papers on basic education (E/ICEF/1995/16) and the health strategy for UNICEF (E/ICEF/1995/11/Rev.1), UNICEF follow-up to the International Conference on Population and Development (E/ICEF/1995/12/Rev.1), and UNICEF policy on family planning (E/ICEF/1993/5), safe motherhood (E/ICEF/1990/L.13) and prevention of HIV/AIDS (E/ICEF/1992/L.11);

2. Endorses the framework for follow-up to the Fourth World Conference on Women as presented in document E/ICEF/1996/3, and taking into account the comments made by Board members and the explanations provided by the secretariat, emphasizing priorities in advocacy and programming to girls' education, health of the girl child, adolescent girls and women, and children's and women's rights;

3. Encourages UNICEF to strengthen its partnerships, coordination and collaboration with all agencies and entities of the United Nations system, each according to its mandate and to its own comparative advantage, and non-governmental organizations which are actively involved in the implementation of the Platform for Action of the Conference;

4. Requests the Executive Director to report to the Executive Board in 1997 on the process undertaken to integrate the Beijing Platform for Action in UNICEF country programmes, taking into account the United Nations commitment to an integrated follow-up of United Nations conferences.

First regular session
25 January 1996

1996/4. Reports to the Executive Board

The Executive Board

Takes note of the following reports:

(a) "Follow-up to the decisions taken by the Economic and Social Council at its substantive session of 1995" (E/ICEF/1996/6);

(b) "The fiftieth anniversary of UNICEF" (E/ICEF/1996/5);

(c) "Progress report on the audit of the Kenya country office" (E/ICEF/1996/AB/L.1).

First regular session
25 January 1996

1996/5. Documentation

The Executive Board

1. Takes into account the recent decision 96/06 of the Executive Board of the United Nations Development Programme/United Nations Population Fund (UNDP/UNFPA);
2. Recalls the importance of strict observance of the resolutions and rules establishing language arrangements for the different bodies and organs of the United Nations, in particular General Assembly resolution 50/11;
3. Requests the Executive Director of UNICEF to collaborate closely with the working group on document distribution issues, to be established by and together with the Administrator of UNDP and the Executive Director of UNFPA, with the participation of the departments concerned and in association with representatives of the linguistic groups;
4. Requests the Executive Director to submit a report to the Executive Board at its annual session in 1996 on the status of this issue and to propose concrete solutions.

First regular session
25 January 1996

1996/6. Documents for future Executive Board sessions

The Executive Board

1. Decides to discontinue the following documents:
 - (a) "Reduction of outstanding balances through savings or cancellations and funds to cover overexpenditures on approved projects";
 - (b) "Report on the use of general resources for projects approved for supplementary funding";
 - (c) "Review of expenditures in excess of commitments and unspent commitments for completed projects financed by supplementary funds";
2. Decides further to defer consideration of the following reports to the third regular session of 1996:
 - (a) A report on implementation of the health strategy for UNICEF (decision 1995/28);
 - (b) All issues relating to the follow-up exercise to the management review of the Greeting Card and related Operations, including those identified in decisions 1995/20 and 1995/25.

First regular session
25 January 1996

Second regular session

1996/7. Proposals for UNICEF cooperation and programme reviews

The Executive Board

Approves the following recommendations of the Executive Director for programme cooperation as summarized in documents E/ICEF/1996/P/L.43, E/ICEF/1996/P/L.43/Corr.1, E/ICEF/1996/P/L.43/Add.1 and E/ICEF/1996/P/L.43/Add.1/Corr.1:

(a) \$841,000 for general resources funding and \$490,000 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/1996/</u>
Zambia	1996	841 000		P/L.44
Eastern and Southern Africa Regional Office	1996-1998		490 000	P/L.45

(b) \$18,479,000 for general resources funding and \$92,301,000 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/1996/</u>
Honduras	1996-2000	4 850 000	10 701 000	P/L.46
Mexico	1996-2001	6 280 000	40 400 000	P/L.47
Nicaragua	1996	119 000		P/L.48
Peru	1996-2000	5 380 000	40 000 000	P/L.49
Venezuela	1996-1997	1 850 000	1 200 000	P/L.50

(c) \$117,470,000 for general resources funding and \$234,138,000 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/1996/</u>
Cambodia	1996-2000	11 550 000	61 700 000	P/L.51
India	1996-1997	71 600 000	137 400 000	P/L.52
Pakistan	1996-1998	34 320 000	35 038 000	P/L.53

(d) \$16,900,000 for general resources funding and \$54,150,000 for supplementary funding for programme cooperation in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1996/</u>
Albania	1996-2000	4 850 000	10 000 000	P/L.54
Bosnia and Herzegovina and area office	1996-1998	5 025 000	16 650 000	P/L.55
Croatia	1996-1998		8 400 000	P/L.56
Georgia	1996-2000	4 850 000	6 650 000	P/L.57
The former Yugoslav Republic of Macedonia	1996-1998	2 175 000	4 050 000	P/L.58
Federal Republic of Yugoslavia	1996-1998		8 400 000	P/L.59

(e) \$156,000 for general resources 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/1996/</u>
Lebanon	1996	156 000		P/L.60

Second regular session
9-10 April 1996

1996/8. Annual report to the Economic and Social Council

The Executive Board

Takes note of the "Report of the Executive Director: Annual report to the Economic and Social Council" (E/ICEF/1996/10 (Part II)), and decides to transmit it to the Economic and Social Council, together with the comments made by delegations at the present session.

Second regular session
12 April 1996

1996/9. 1996 UNICEF Maurice Pate Award

The Executive Board

1. Decides to present the 1996 UNICEF Maurice Pate Award to the Centre régional pour le développement et la santé (Regional Centre for Health and Development) of Benin;

2. Approves an allocation of \$25,000 from general resources for that purpose.

Second regular session
12 April 1996

1996/10. Headquarters and regional offices
budget for the biennium 1996-1997

The Executive Board

1. Welcomes the progress made towards greater transparency in the UNICEF budget and greater clarity in the budget document and requests the Executive Director to consider how further progress may be made;

2. Takes note of the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1996/AB/L.7);

3. Resolves:

(a) That the headquarters and regional offices budget for the biennium 1996-1997 is approved as follows:

		(In thousands of United States dollars)
Part I	Programme assistance	5 707
Part II	Programme support	165 817
Part III	Management and administration	<u>174 476</u>
	Total expenditures	<u>346 000</u>

(b) That for the biennium 1996-1997, a commitment of \$346.0 million for the budget is approved;

(c) That the Executive Director be authorized to administer in the most efficient manner the provisions under each of parts I, II and III. The Executive Director may be authorized, without further authorization of the Executive Board, to transfer, if necessary, into any one of parts I, II and III, an amount not exceeding 5 per cent from these same parts, or to transfer into part I any amounts from parts II or III. The amount in part II may be revised upward or downward in line with the recovery from packing and assembly activities (decision 1996/11). In exceptional circumstances, the Executive Board may be consulted by mail poll;

4. Strongly reaffirms the policy commitment of UNICEF to assist sustaining the implementation of the Bamako Initiative in the field and the necessity in this light to preserve, at all appropriate levels in the organization, professional assistance, with a requisite technical and managerial capacity to do so;

5. Requests the Executive Director, following the reports of the accountability and structural studies under the management excellence process, to submit a report to the Executive Board on proposals for a revised and rationalized organizational structure of UNICEF, including health sector;

6. Urges the Executive Director to do her utmost to absorb further revisions of the headquarters and regional offices budget during the biennium 1996-1997 within the established limit of \$346.0 million and to inform the Executive Board at a very early stage about possible revisions. Revisions to be decided upon should be submitted to the Executive Board after review by the Advisory Committee on Administrative and Budgetary Questions;

7. Notes that the actual percentage decrease in resources allocated to the Latin American and Caribbean Regional Office is not reflected in the 1996-1997 integrated budget and requests the Executive Director to ensure that future budget reports reflect the actual percentage changes in resources allocated to the regional offices;

8. Requests the Executive Director to continue consultations with the Executive Board about the integrated budgeting in UNICEF, in particular in the context of the elaboration of the integrated budget for field offices, and to take the results of these consultations into account when preparing the budget for the 1998-1999 biennium.

Second regular session
12 April 1996

1996/11. Headquarters and regional offices
budget for the biennium 1996-1997

The Executive Board

Resolves that, for the biennium 1996-1997, the recovery from packing and assembly activities is approved as follows:

(In thousands of
United States dollars)

Recovery from packing and
assembly activities

18 000

Second regular session
12 April 1996

1996/12. General resources programme budget for the biennium 1996-1997

The Executive Board

Resolves that, in view of the integrated budget proposed for headquarters and regional offices, a budget of \$29,540,000 from general resources is approved for allocation to field offices as follows:

(In thousands of
United States dollars)

Emergency Programme Fund

25 000

Special Adjustment Facility for
Latin America and the Caribbean

3 540

Higher-income countries

1 000

Total

29 540

Second regular session
12 April 1996

1996/13. Supplementary-funded programme budget for the biennium 1996-1997

The Executive Board

Resolves:

(a) That the following amounts be raised from supplementary funds for the biennium 1996-1997:

(In thousands of United States dollars)

	<u>Headquarters</u>	<u>Region</u>	<u>Field</u>	<u>Total</u>
Regional offices	NA	12 000	NA	12 000
Special Adjustment Facility for Latin America and the Caribbean	NA	NA	7 000	7 000
Subtotal	NA	12 000	7 000	19 000
Programme Funds for the 1990s Goals				
Health	5 200	NA	36 800	42 000
Nutrition	800	NA	4 200	5 000
Water supply and sanitation	300	NA	1 700	2 000
Education	500	NA	4 500	5 000
Intersectoral	1 500	NA	7 200	8 700
Subtotal	8 300	NA	54 400	62 700
Total	8 300	12 000	61 400	81 700

(b) That for the biennium 1996-1997, a total recommendation of \$81.7 million for supplementary funding is approved; if necessary, funds in excess of indicated amounts for specific programme areas and regions can be received provided that the total amount of funds received is within the approved limit.

Second regular session

12 April 1996

1996/14. Additional allocation for the administrative and programme support budget for field offices

The Executive Board

Resolves:

(a) That an additional allocation of \$715,900 is approved for additional offices in the region of Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States for the 1996-1997 biennium;

(b) That the secretariat is authorized to establish three liaison offices in Minsk (Belarus), in Moscow (Russian Federation) and in Kiev (Ukraine);

(c) That the additional allocation of \$715,900 can be added to the approved 1996-1997 budget of \$174.8 million for field offices (E/ICEF/1995/9/Rev.1, decision 1995/31).

Second regular session
12 April 1996

1996/15. UNICEF communication and information programme

The Executive Board

1. Takes note of paragraph 11 of the report of the Advisory Committee on Administrative and Budgetary Questions (E/ICEF/1996/AB/L.7);

2. Reaffirms the importance of public information and advocacy measures to promote increased awareness and better understanding of the activities of UNICEF;

3. Requests the Executive Director in this context to take into consideration the accessibility and the linguistic balances in the development of the electronic dissemination of information;

4. Encourages the Executive Director to present an information and publication policy, in the context of the mandate of UNICEF and the results of the Communications Project Team of the Management Excellence Programme, and in consultation with interested delegations, so that account will be taken of the need to prioritize its publications, with special attention to the risk of duplication with other publications of the United Nations and the financial and human constraints of the Fund;

5. Requests the Executive Director to submit to the Executive Board prior to examination of the biennial budget estimates for 1998-1999, the policy document referred to in paragraph 4 above;

6. Further requests the Executive Director to present in the document of the biennial budget estimates for 1998-1999 the detailed costs of publications and of their distribution.

Second regular session
12 April 1996

1996/16. Harmonization of budget presentations

The Executive Board

1. Takes note of the oral progress report provided by the secretariat on budget harmonization;

2. Takes into account the time constraints involved in the submission of the initial proposals for action to the Executive Board through the Advisory Committee on Administrative and Budgetary Questions scheduled for the third regular session of 1996 in accordance with decision 1995/37 (E/ICEF/1995/9/Rev.1);

3. Requests the Executive Director to submit the initial proposals on harmonization for action by the Executive Board at its first regular session in January 1997, through the Advisory Committee;

4. Further requests the Executive Director to present an oral progress report, with working papers, to the Executive Board at the third regular session in September 1996. The report will include a comparison of budget presentations and of definitions of terms used by UNICEF, the United Nations Development Programme (UNDP) and the United Nations Population Fund (UNFPA), as well as an indication of steps that are needed for further harmonization;

5. Further requests that a joint progress report of the secretariats to the Economic and Social Council at its 1996 substantive session would include the progress made by the three agencies towards harmonization, taking into account the debates of the Executive Boards of UNDP/UNFPA and UNICEF during their second regular sessions of 1996.

Second regular session
12 April 1996

1996/17. Extension of cooperation with Rotary International for polio eradication and extension of the Vaccine Independence Initiative

The Executive Board

1. Approves a five-year extension of the programme of cooperation with the PolioPlus programme of Rotary International for the period 1996 to 2000, as described in document E/ICEF/1996/P/L.62, in accordance with the original Board document (E/ICEF/1990/P/L.35), and an increase of \$60 million in the supplementary funding programme amount, subject to the availability of specific-purpose contributions from Rotary International;

2. Also approves a five-year extension of the Vaccine Independence Initiative for the period 1996 to 2000, as described in document E/ICEF/1996/P/L.62, and an amount of \$10 million in supplementary funding, as described in the "round-up" paper (E/ICEF/1996/P/L.43/Corr.1). This extension is in accordance with the terms of the original Board document (E/ICEF/1991/P/L.41), without any changes, so that it may continue to offer countries the possibility of procuring vaccines with their own currencies to meet global disease control goals.

Second regular session
12 April 1996

1996/18. Commemoration of the fiftieth anniversary of the operations of the United Nations Children's Fund

The Executive Board

1. Recommends to the General Assembly that it allocate a plenary meeting during its fifty-first session (1996) to the commemoration of the fiftieth anniversary of the operations of the United Nations Children's Fund;

2. Requests the Executive Director to make all the necessary preparations for this commemoration on the understanding that there are no financial implications.

Second regular session
12 April 1996

1996/19. Election of Executive Board representatives
to the UNICEF/World Health Organization Joint
Committee On Health Policy

The Executive Board

Decides to elect to the UNICEF/World Health Organization Joint Committee on Health Policy for the remainder of the 1995-1996 biennium from the Asian group of States: Dr. Suyono Yahya, as member, and Dr. Nyoman Kumara Rai, as alternate, both from Indonesia.

Second regular session
12 April 1996

1996/20. Dates of Executive Board sessions

The Executive Board

1. Decides to change the dates of the 1996 annual session from 3-7 June to 17-21 June in view of the scheduling of the Second United Nations Conference on Human Settlements (Habitat II);

2. Also decides to approve the following dates for its 1997 sessions: first regular session, 20-24 January; second regular session, 17-21 March; annual session, 2-6 June; and third regular session, 8-12 September.

Second regular session
12 April 1996

Annual session

1996/21. Follow-up to the World Summit for Children

The Executive Board

1. Urges all Governments that have not yet completed the national process of review of progress towards implementation of the Declaration and Plan of Action of the World Summit for Children to do so during 1996 and also urges all countries to develop feasible and sustainable strategies and programmes to achieve the nationally adapted goals for children for the year 2000;

2. Requests the Executive Director, in consultation with all concerned parties, to extend full support to the Secretary-General in his reporting of progress made on the Declaration and Plan of Action of the World Summit for Children to the General Assembly on 30 September 1996, and to encourage all partners to make every effort to use the lessons learned from the mid-decade review to develop strategies and actions to achieve the goals for the year 2000.

Annual session
17 June 1996

1996/22. Greeting Card and related Operations work plan and proposed budget for 1996

A. Greeting Card and related Operations (GCO) budgeted expenditures for the 1996 season

The Executive Board

1. Approves for the fiscal year 1 May 1996 to 30 April 1997 budgeted expenditures of \$99.8 million as detailed below and summarized in column II of annex I to document E/ICEF/1996/AB/L.11:

(In millions of
United States dollars)

Director's Office	0.8
Product Line and Marketing	59.6
Private Sector Fund-raising	10.5
Operations and Finance	<u>14.4</u>
Subtotal	<u>85.3</u>
Non-operating expenses:	
Market Development Programme	4.0
Fund-raising Development Programme	7.8
Exhibits	0.2
Office move related costs	0.7
GCO share in UNICEF administration costs	0.3
Central and Eastern European National Committees Development Programme	<u>1.5</u>
Subtotal	<u>14.5</u>
Total expenditures, consolidated a/	<u>99.8</u>

a/ For details, see table 1A of document E/ICEF/1996/AB/L.11.

2. Authorizes the Executive Director:

(a) To incur expenditures as summarized in column II of annex I to document E/ICEF/1996/AB/L.11 and to increase the expenditures up to the level indicated in column III of annex I to the same document, should the apparent net proceeds from product sales and/or private sector fund-raising increase to the levels indicated in column III of annex I, and, accordingly, to reduce expenditures below the level indicated in 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 GCO;

(d) To personally approve actual expenditure of the travel and per diem costs of National Committee participants at the annual Greeting Card Workshops and related meetings.

B. Budgeted income for the 1996 season

The Executive Board

Notes that for the fiscal year 1 May 1996 to 30 April 1997, GCO net proceeds are budgeted at \$274.4 million as shown in column II of annex I to document E/ICEF/1996/AB/L.11.

C. Policy issues

The Executive Board

1. Approves the changes in posts with a net increase of 8 posts as indicated in table 2 of document E/ICEF/1996/AB/L.11;
2. Renews the Fund-raising Development Programme with \$7.8 million established for 1996;
3. Renews the Market Development Programme with \$4.0 million established for 1996;
4. Renews the Central and Eastern European National Committees Development Programme, which includes 10 countries, with a budget of \$1.5 million established for 1996;
5. Approves the change of the GCO fiscal year from 1 May-30 April to 1 January-31 December;
6. Authorizes the Executive Director to incur expenditures in the 1996 fiscal year related to cost of goods delivered (production/purchase of raw materials, cards and other products) for the 1997 fiscal year up to \$45 million as indicated in the GCO medium-term plan (see table 13 of document E/ICEF/1996/AB/L.11).
7. Encourages GCO to work together with National Committees to ensure that a far larger proportion of funds raised by them are channelled to UNICEF general resources.

Annual session
19 June 1996

1996/23. Report of the UNESCO/UNICEF Joint Committee on Education on its fifth meeting

The Executive Board

1. Takes note of the report of the United Nations Educational, Scientific and Cultural Organization (UNESCO)/UNICEF Joint Committee on Education on its fifth meeting held at UNESCO Headquarters in Paris on 6 and 7 May 1996 (E/ICEF/1996/P/L.63) and the recommendations contained therein.

Annual session
20 June 1996

1996/24. Report of the UNICEF/WHO Joint Committee
on Health Policy on its special session

The Executive Board

1. Takes note of the report of the UNICEF/World Health Organization (WHO) Joint Committee on Health Policy on its special session held at WHO Headquarters in Geneva on 15 and 16 May 1996 (E/ICEF/1996/P/L.64) and the recommendations contained therein.

Annual session
20 June 1996

1996/25. Working group on documentation

The Executive Board

Takes note of the interim report of the working group on documentation and the comments made thereon by the Executive Board at its 1996 annual session and encourages the working group on documentation to finalize its work and present a report, including recommendations, to the Executive Board at its third regular session of 1996.

Annual session
20 June 1996

1996/26. Medium-term plan for the period 1996-1999

The Executive Board

1. Takes note of the medium-term plan (E/ICEF/1996/AB/L.10), which constitutes a flexible framework for supporting UNICEF programmes, as well as the comments made by the delegations during the discussions on the report of the Executive Director;

2. Emphasizes the importance of the link between the implementation of the medium-term plan and the ongoing process and the expected outcomes of the Management Excellence Programme;

3. Underlines the necessity to engage in a debate on the overall funding and the allocation of financial resources, including the allocation for administrative and programme support costs;

4. Encourages, in this context, the Executive Director to ensure that, during the financial medium-term plan, the level of management and administrative costs does not exceed the current level in nominal terms;

5. Approves with this last provision the financial medium-term plan as a framework of projections for 1996-1999 (summarized in table 3 of document E/ICEF/1996/AB/L.10), including the preparation of up to \$332 million in programme expenditures from general resources to be submitted to the Executive Board in 1997 (shown in table 2, item 3, of document E/ICEF/1996/AB/L.10). 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.

Annual session
20 June 1996

1996/27. Children in need of special protection measures

The Executive Board,

Having considered the review of UNICEF policies and strategies on children in need of special protection measures (E/ICEF/1996/14),

Recalling the tasks of UNICEF as reflected in relevant decisions as well as in the Mission Statement,

1. Endorses the perspective, policies and strategies presented in the document regarding measures to protect children from the risk of exploitation, violence, abuse, abandonment and other forms of special disadvantage, emphasizing that the special protection measures should be implemented within the framework of the rights of children;

2. Requests the Executive Director to take the necessary steps to:

(a) Incorporate the policies and strategies in document E/ICEF/1996/14 in all relevant UNICEF programmes through mainstreaming and the further development of preventive and protection programmes for all children, especially targeted towards those in need of special protection measures;

(b) Enhance UNICEF capacities to assist all member States in analysing the situation of children in need of special protection measures and in implementing policies and strategies to that end, where appropriate, in the context of the country programming process;

(c) Monitor UNICEF activities in the implementation of these policies and strategies at the country level through existing processes such as mid-term reviews;

(d) Strengthen UNICEF partnerships with agencies of the United Nations system, non-governmental organizations, all sectors of civil society and others who are active in the issues of children in need of special protection measures;

3. Further requests the Executive Director to report back to the Executive Board at its 1997 annual session on the steps taken within the framework of paragraph 2 above and, simultaneously, to present to the Board a plan and a time-frame for further implementation of these policies and strategies.

Annual session
20 June 1996

1996/28. Conceptual framework for UNICEF emergency interventions

The Executive Board

1. Takes note of the conceptual framework for UNICEF emergency interventions (E/ICEF/1996/16) as well as the comments made by delegations during the consideration of the document;

2. Requests the secretariat to finalize all the operational papers identified in decision 1996/2 (E/ICEF/1996/12 (Part I)) and present these papers to the Executive Board at its first regular session in 1997 in a consolidated form, reflecting a clear conceptual framework together with its operational implications.

Annual session
20 June 1996

Third regular session

1996/29. Proposals for UNICEF cooperation and programme reviews

The Executive Board

Approves the following recommendations of the Executive Director for programme cooperation as summarized in document E/ICEF/1996/P/L.43/Add.2:

(a) \$198,900,000 for general resources funding and \$333,344,000 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/1996/</u>
Angola	1997-1998	5 500 000	30 000 000	P/L.65
Central African Republic	1997-2001	5 000 000	5 114 000	P/L.9/Add.1
Comoros	1997-2001	3 750 000	2 400 000	P/L.1/Add.1
Congo	1997-1998	2 000 000	1 200 000	P/L.67
Côte d'Ivoire	1997-2001	10 250 000	10 000 000	P/L.10/Add.1
Gabon	1997-2001	3 750 000	3 750 000	P/L.11/Add.1
Gambia	1997-1998	1 500 000	2 460 000	P/L.68
Guinea	1997-2001	7 400 000	8 036 000	P/L.12/Add.1
Lesotho	1997-2001	5 000 000	14 600 000	P/L.2/Add.1
Liberia	1997-1998	2 000 000	2 500 000	P/L.69
Malawi	1997-2001	14 750 000	33 250 000	P/L.3/Add.1
Namibia	1997-2001	5 000 000	25 000 000	P/L.4/Add.1
Nigeria	1997-2001	67 000 000	15 000 000	P/L.13/Add.1
Sao Tome and Principe	1997-2001	3 750 000	1 770 000	P/L.5/Add.1
Senegal	1997-2001	5 080 000	30 764 000	P/L.14/Add.1
Somalia	1997-1998	5 000 000	35 000 000	P/L.66
South Africa	1997-2001	5 200 000	20 000 000	P/L.6/Add.1
Togo	1997-2001	5 000 000	5 000 000	P/L.15/Add.1
United Republic of Tanzania	1997-2001	31 720 000	40 000 000	P/L.7/Add.1
Zambia	1997-2001	10 250 000	47 500 000	P/L.8/Add.1

(b) \$53,750,000 for general resources funding and \$145,602,000 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/1996/</u>
Argentina	1997-2001	5 000 000	20 000 000	P/L.16/Add.1
Belize	1997-2001	3 750 000	1 800 000	P/L.17/Add.1
Chile	1997-2001	5 000 000	3 000 000	P/L.18/Add.1
Costa Rica	1997-2001	3 750 000	3 750 000	P/L.19/Add.1
Cuba	1997-2001	5 000 000	10 000 000	P/L.20/Add.1
Dominican Republic	1997-2001	5 000 000	5 000 000	P/L.21/Add.1
El Salvador	1997-2001	5 000 000	12 000 000	P/L.22/Add.1
Guatemala	1997-2001	5 000 000	26 252 000	P/L.23/Add.1
Jamaica	1997-2001	3 750 000	10 000 000	P/L.24/Add.1
Nicaragua	1997-2001	5 000 000	18 000 000	P/L.25/Add.1
Panama	1997-2001	3 750 000	6 250 000	P/L.26/Add.1
Uruguay	1997-2001	3 750 000	2 850 000	P/L.27/Add.1
Amazon subregional	1997-2001		20 000 000	P/L.70

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1996/</u>
Central America and Panama:				
Water supply/sanitation	1997-2001		2 500 000	P/L.70
Micronutrients	1997-2001		4 200 000	P/L.70

(c) \$43,257,649 for general resources funding and \$74,689,000 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/1996/</u>
Bhutan	1997-2001	5 000 000	9 100 000	P/L.31/Add.1
Lao People's Democratic Republic	1997	1 040 000	1 523 000	P/L.71
Malaysia	1997-2000	3 000 000	850 000	P/L.28/Add.1
Mongolia	1997-2001	3 750 000	4 500 000	P/L.29/Add.1
Nepal	1997-2001	18 400 000	34 216 000	P/L.32/Add.1
Pacific island countries	1997-2001	7 000 000	14 000 000	P/L.30/Add.1
Sri Lanka	1997-2001	5 000 000	10 500 000	P/L.33/Add.1
	1996	67 649		P/L.33/Add.1

(d) \$8,670,000 for general resources funding and \$12,600,000 for supplementary funding for programme cooperation in Central and Eastern Europe, the Commonwealth of Independent States and the Baltic States, as follows:

<u>Country</u>	<u>Period</u>	<u>General resources</u>	<u>Supplementary funds</u>	<u>Document E/ICEF/1996/</u>
Moldova	1997-2001	3 750 000	5 000 000	P/L.34/Add.1
Turkey	1997-2000	4 920 000	7 600 000	P/L.35/Add.1

(e) \$43,010,000 for general resources funding and \$61,000,000 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/1996/</u>
Iraq	1997-1998	2 000 000	10 000 000	P/L.72
Lebanon	1997-2001	5 000 000	12 500 000	P/L.36/Add.1
Morocco	1997-2001	7 360 000	11 000 000	P/L.37/Add.1
Oman	1997-2000	4 000 000		P/L.38/Add.1
Sudan	1997-2001	19 650 000	25 000 000	P/L.39/Add.1
Tunisia	1997-2001	5 000 000	2 500 000	P/L.40/Add.1

Third regular session
16 September 1996

1996/30. International Child Development Centre

The Executive Board,

Having reviewed the report on the "International Child Development Centre: progress report and proposed activities for 1997-1999" (E/ICEF/1996/20),

Authorizes a three-year extension for the Centre for the period 1997-1999, with a total allocation of \$10.5 million in supplementary funding, of which 10.5 billion lire (approximately \$6.7 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.

Third regular session
18 September 1996

1996/31. Outline of an implementation plan for the health strategy

The Executive Board

Takes note of the "Outline of an implementation plan for the health strategy" (E/ICEF/1996/19) and the comments made by delegations on the outline.

Third regular session
18 September 1996

1996/32. UNICEF: management excellence process

The Executive Board

1. Affirms General Assembly resolution 50/120 of 20 December 1995 on the triennial policy review of operational activities for development of the United Nations system and Economic and Social Council decision 1996/42 of 26 July 1996 on the programme on the implementation of General Assembly resolution 50/120;

2. Takes note of the progress report of the Executive Director on the management excellence process (E/ICEF/1996/AB/L.13);

3. Notes with appreciation the extensive and innovative process of consultation with the Executive Board and other partners undertaken by the secretariat since the launching of the Management Excellence Programme (MEP);

4. Endorses the incremental approach adopted by the secretariat to implement the MEP and welcomes the tangible results achieved so far, as documented in the various progress reports provided to date by the secretariat to the Executive Board;

5. Requests the secretariat to present to the Executive Board at its second regular session and at its annual session in 1997 an oral report, accompanied by a conference room paper, which contains a set of organigrams reflecting the current status of the organizational changes to date, as well as the lines of communication and responsibility for UNICEF as a whole, and

individually at the headquarters, regional, and country levels. This conference room paper should include:

- (a) Budget implications as applicable;
- (b) Human resources implications (including recruitment, training and staff redeployment);
- (c) Efficiency gains as applicable, including the functions of backstopping and supervision;
- (d) Effectiveness gains with respect to national capacity-building, coordination and harmonization of United Nations operational activities at the country level;
- (e) Experiences of the regional bodies of other United Nations agencies, funds and programmes;

6. Recognizes that this conference room paper will continue to be refined as the implementation of the MEP progresses, and that it will be updated in future MEP progress reports;

7. Reaffirms that the country programme is the primary strength of UNICEF and that a fundamental objective of the MEP is to ultimately reinforce country office capacity to effectively and efficiently manage and deliver country programmes and to make country offices clearly accountable for their role in producing results at the country level;

8. Agrees that management teams led by country representatives, regional management teams led by regional directors, and the Global Management Team led by the Executive Director constitute an appropriate UNICEF governance system for integrating the work of the secretariat, determining management priorities, providing oversight, and monitoring and evaluating the performance of UNICEF offices;

9. Stresses that the national Governments have the fundamental responsibility for the preparation of country programmes and for coordinating external assistance in accordance with their strategies and national priorities;

10. Requests the secretariat to bring for discussion at the 1997 third regular session of the Executive Board, a progress report on oversight that will include, among others, an update on the development of a framework of roles, responsibilities and accountabilities for UNICEF, detailed information about the activities of the Office of Internal Audit and a comprehensive report on the strategic planning, monitoring and evaluation functions;

11. Welcomes the intention of the secretariat to move forward to develop systems for finance, supply functions, improved information technology and management information resources, including the Programme Manager System (PROMS), which will provide the initial format for quality assurance;

12. Requests the secretariat to continue regular consultations with the Executive Board on progress made on the implementation of the MEP.

Third regular session
19 September 1996

1996/33. National Committees for UNICEF

The Executive Board,

Having reviewed the progress report on the management excellence process (E/ICEF/1996/AB/L.13),

1. Endorses the future roles of National Committees for UNICEF and the UNICEF-wide integrated strategy to manage this relationship in partnership with them, including the required structure and accountabilities;
2. Encourages UNICEF to give full consideration to various ways in which it can best work with the civil society in each country;
3. Notes that the establishment of a new National Committee in a country where there is a UNICEF office and a country programme approved by the Executive Board will depend on the mutual agreement between UNICEF, the respective national Government, as well as the potential organizers of the National Committee;
4. Requests the Executive Director to present an oral report on the implementation of this policy at the annual session of the Board in 1998.

Third regular session
19 September 1996

1996/34. Allocation of general resources

The Executive Board

1. Takes note of the discussion paper on and the proposals for the allocation of general resources as contained in document E/ICEF/1996/CRP.30, and commends the secretariat for the useful work done up to now on the revision of the current general resources allocation system;
2. Reaffirms the principles of eligibility of all recipient countries on the basis of the fundamental characteristics of the operational activities of the United Nations Development System, in line with relevant resolutions of the General Assembly;
3. Reaffirms that the modified allocation system should:
 - (a) Continue to be based on the three existing core criteria (child population, the under-five mortality rate and per capita gross national product);
 - (b) Reflect the need to give higher priority to the low-income countries, in particular the least developed countries, in line with relevant decisions of the General Assembly and the Executive Board;
 - (c) Be sufficiently flexible so as to accommodate evolving needs of children in recipient countries and in countries in special circumstances;
 - (d) Apply only to the general resources of UNICEF;
 - (e) Be transparent, simple and consistent;
4. Stresses the need for a substantial increase in general resources for UNICEF;

5. Requests the Executive Director to further develop the proposal taking into account the above guidelines and in close consultation with the Board;

6. Further requests the Executive Director to submit a revised proposal as soon as possible, but no later than the annual session of 1997;

7. Decides that meanwhile general resources shall continue to be allocated on the basis of the current system.

Third regular session
19 September 1996

1996/35. Documentation

The Executive Board

1. Recalls the importance of strict observance of the resolutions and rules establishing language arrangements for the different bodies and organs of the United Nations, in particular General Assembly resolutions 50/11 and 50/206;

2. Decides to establish page limits for documents to be submitted to the Executive Board, as contained in the annex to the present decision;

3. Requests the Executive Director to continue to uphold and seek to improve the quality of the reports submitted to the Executive Board, making them more action-oriented and concise, and to enforce, where appropriate, the page limits set out in the annex to the present decision;

4. Decides that statistical annexes, tables and case studies shall, to the extent possible, be presented in addenda to the main document;

5. Also decides that any report exceeding the number of pages set out in the annex to the present decision shall be considered only on an exceptional basis and if duly justified to the Executive Board;

6. Requests the Executive Director to comply with the six-week rule established by the General Assembly and most recently reaffirmed in its resolution 50/206 by undertaking all possible efforts to ensure that documents are submitted to the United Nations Office of Conference and Support Services 10 weeks before the start of a session, and to coordinate closely with the Office of Conference and Support Services in all matters pertaining to the submission and issuance of documentation, including the electronic distribution of Board documentation;

7. Decides, on a temporary basis, that in cases where a report has not yet been issued in all languages six weeks before the start of a session, the secretariat may at that time distribute the document to the members of the Executive Board in the language of submission, including by electronic means where possible, and that such documentation shall also be made available to observers at the same time;

8. Requests the Executive Director to examine whether current staffing levels in the secretariat are adequate to satisfy the provisions approved in the present decision with respect to quality, length and timely distribution of documentation;

9. Calls upon all members of the Executive Board to exercise restraint in requesting reports and policy papers and to consider greater use of oral reports;

10. Reaffirms the principle of the simultaneous distribution of all conference room papers in the three working languages of the Executive Board before the start of or during a session.

Annex

PAGE LIMITS FOR REPORTS SUBMITTED TO THE EXECUTIVE BOARD

UNICEF

1. Policy papers shall not exceed 15 pages;
2. The budget, medium-term plan, UNICEF financial reports and statements, and the reports concerning Greeting Card and related Operations shall not, by their nature, be subject to the 15-page limit, but shall, none the less, be as concise as possible, having due regard to the need to present statistical annexes and data in addenda to the main document, in line with paragraph 4 of the present decision;
3. Country notes shall not exceed the range of 3-4 pages;
4. Country programme recommendations (CPRs) shall not exceed the following ranges:
 - (a) CPRs with annual planning levels above \$1 million: 15 pages;
 - (b) CPRs with annual planning levels of \$1 million or less: 6-10 pages;
 - (c) Short-duration ("bridging"): 4-8 pages;
 - (d) Additional general resources: 3-5 pages;
 - (e) "Stand-alone" supplementary funding: 3-4 pages.

Third regular session
19 September 1996

1996/36. Programme of work for 1997

The Executive Board

Decides to adopt the following programme of work for 1997 Executive Board sessions:

Programming and Sectoral Segment

- | | |
|--|---|
| <u>First regular session</u>
(20-24 January)
(5-day session) | <ol style="list-style-type: none">(1) Country notes (24) (Africa - 8; Americas and the Caribbean - 4; Asia - 3; Middle East and North Africa - 9)(2) Implementation of the health strategy for UNICEF (decision 1996/6)(3) Operational papers on selected issues relating to emergency interventions (decision 1996/28) |
|--|---|

- (4) Follow-up to relevant decisions taken by the Economic and Social Council (decision 1995/38)
- (5) (a) Initial proposals on the harmonization of budget presentations, including the report of the Advisory Committee on Administrative and Budgetary Questions (decision 1996/16)
- (b) Proposal on the presentation of integrated budgets, including the report of the Advisory Committee on Administrative and Budgetary Questions
- (6) Follow-up to the audit of the Kenya country office: final report
- (7) Management Excellence Programme report
- (8) Revised budget for 1996-1997, including the report of the Advisory Committee on Administrative and Budgetary Questions
- (9) Report on the outcome of consultations on Executive Board/secretariat relations
- (10) Membership of UNFPA in the UNICEF/WHO Joint Committee on Health Policy
- (11) Financial matters: 2/
 - (a) UNICEF financial report and statements for the biennium ended 31 December 1995
 - (b) Report to the United Nations Board of Auditors and the Advisory Committee on Administrative and Budgetary Questions

Economic and Social Council Segment

- Second regular session (1) Annual report to the Economic and Social Council
(18-19 March) (decision 1995/5)
(2-day session)
- (2) Mid-term reviews (MTRs) and major evaluation reports (summaries of MTRs for 21 countries)
 - (3) 1997 UNICEF Maurice Pate Award
 - (4) Management Excellence Programme: oral report (decision 1996/32)

Policy, Strategy and Coordination Segment

- Annual session (1) Report of the Executive Director
(2-6 June)
(5-day session)
- (2) Follow-up to the World Summit for Children (decision 1992/5)

2/ Deferred from the third regular session of 1996.

- (3) Child survival, protection and development in Africa (decision 1995/18)
- (4) Oral report on the United Nations System-wide Special Initiative on Africa
- (5) Implementation of UNICEF policies and strategies on children in need of special protection measures (decision 1996/27)
- (6) UNICEF information and communication strategy (decision 1996/15)
- (7) Reports of UNICEF/WHO Joint Committee on Health Policy and UNESCO/UNICEF Joint Committee on Education sessions
- (8) Greeting Card and related Operations: work plan and proposed budget for 1997
- (9) Report of Board members field visit (decision 1992/32)
- (10) Management Excellence Programme report (decision 1996/32)
- (11) Allocation of general resources (or earlier as per decision 1996/34)

Finance and Budget Segment

Third regular session
(9-12 September)
(4-day session)

- (1) Country programme recommendations (24)
- (2) Integrated budget for 1998-1999, including the report of the Advisory Committee on Administrative and Budgetary Questions
- (3) Financial medium-term plan for the period 1997-2000
- (4) UNICEF financial reports/statements
- (5) Supply operations
- (6) Management Excellence Programme report
- (7) Programme of work for 1998
